

MINUTES of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 25 June 2015 at The Ashcombe, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Board at its meeting on Thursday, 9 July 2015.

Elected Members:

Mr Keith Witham (Chairman)
Mrs Margaret Hicks (Vice-Chairman)
Mr Ken Gulati
Miss Marisa Heath
Mr Saj Hussain
Mr Daniel Jenkins
Mr Ernest Mallett MBE
Mr Adrian Page
Ms Barbara Thomson
Mr Chris Townsend
Mrs Fiona White

Ex officio Members:

Mrs Sally Ann B Marks, Chairman of the County Council
Mr Nick Skellett CBE, Vice-Chairman of the County Council

In attendance:

Mr Michael Gosling

1/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Pauline Searle, Ramon Gray, Dorothy Ross-Tomlin and Yvonna Lay.

Michael Gosling acted as a substitute.

2/15 MINUTES OF THE PREVIOUS MEETING: 14 MAY 2015 [Item 2]

The minutes were agreed as an accurate record of the meeting.

3/15 DECLARATIONS OF INTEREST [Item 3]

None received.

4/15 QUESTIONS AND PETITIONS [Item 4]

Several questions were submitted by Family Voice. A response to each of these questions was received from the Deputy Leader of the Council, Peter Martin. The questions and response to each of these are attached as Annex 1 to these minutes.

Key points raised during the discussions:

- Members queried why the responses were not available for the representative for Family Voice to review in advance of the meeting. It was advised that the responses were circulated by officers on the morning of the meeting. Regrettably, Family Voice's representative was in transit to the meeting when the responses were issued and so was unable to review the responses provided to the ahead of the meeting.
- One Member expressed dissatisfaction with the response to question four which seemed to indicate that money spent on children through the education budget mitigated the imbalance in the amount spent on social care for adults in the county proportionate to that spent on children. The Cabinet Member for Schools, Skills and Educational Achievement drew attention to a number of areas where the education budget supports social care services for children in Surrey such as funding for children with special educational needs and disabilities (SEND) as well as Looked After children. The Deputy Director for Children, Schools and Families (DDCSF) also highlighted that Children's Services (CS) spends money on support services in a very different way from Adult Social Care (ASC) and that this also needs to be taken into consideration. Andrea Collings from Family Voice stated that it is unfair to connect funding in educating with social care spending as education is a universal right.

5/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]

A response was received to an issue referred to the Cabinet by the Adult Social Care Select Committee at its meeting on 10 April 2015. A response was provided by the Leader of the Council and is attached as Annex 2 to these minutes.

Witnesses:

Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

Declarations of interest:

None

Key points raised during the discussions:

None

6/15 CHILDREN'S SERVICES INDUCTION [Item 6]

Declarations of interest:

None

Witnesses:

Caroline Budden, Deputy Director, Children, Schools and Families
Julie Fisher, Interim Strategic Director for Children, Schools and Families
Peter Martin, Deputy Leader and Cabinet Lead for Economic Prosperity
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement
Sheila Jones, Head of Countywide Services, Children's Services and Safeguarding

Key points raised during the discussions:

The Deputy Director of Children, Schools and Families (DDCSF) gave the Board an overview of Children's Services. The Board was apprised of the number of referrals that the Service assesses. Information was also provided on the number of children who were Looked After in Surrey.

Attention was also drawn to the Multi-Agency Safeguarding Hub (MASH). The MASH was being reconfiguration to facilitate closer working with partners across the county. It was suggested that the Board could have an update on this reconfiguration in 6-9 months time once these changes were completed. The Board requested details on how the changes arising from the introduction of the Care Act have impacted on young carers in Surrey. The DDSCF advised that information about how young carers would be affected by Care Act would be circulated to the Board.

The DDSCF was asked to clarify the steps being taken to ensure that children moved into residential care are given placements close to their friends and family. Officers commented that residential placements are always based around the needs of the child and that proximity to family and friends was given careful consideration. The Board was informed that there were a limited number of residential placements available within the county and this meant that it was sometimes necessary to place children out of county. It was highlighted that in such circumstances Children's Services took steps to ensure that the child maintained appropriate contact with their family.

- The Board queried whether the number of children being placed in foster care in the county is increasing. Officers informed the Board that the number of children in foster care had remained relatively stable over the past few years, although it was highlighted that work was being done to significantly increase the number of foster carers in Surrey.
- It was commented that the information provided to the Board made it challenging for Members to get a comprehensive understanding of key elements of the Service, such as expenditure and volume of cases. Officers highlighted that some of the statistics in relation to caseloads were fluid and changed over time. It was suggested that a breakdown of Children's Service's budget was circulated to the Board.
- Clarification was sought on the number of in-county residential placements for children who were Looked After children. The Head of Countywide Services stated that the Council has around 40 residential placements with a further 44 external ones currently. External placements are spot-purchased according to need. Members were informed that there was a team dedicated to ensuring that children were placed in the right environment and that children were only put in residential settings rated good or outstanding by Ofsted.
- The Board asked about the number of children that were going through the adoption process in Surrey and whether the speed of the adoption process compares favourably with other local authorities. The Board was informed that around 50 children were subject to a placement order in the county at that time, and that they were at various stages in the adoption process. Foster to adopt had been a particularly successful scheme and had led to a number of adoptions. In regard to the speed of the adoption process, the Head of Countywide Services advised that Surrey generally comes out well when compared with other local authorities and when assessed against government guidelines.
- Members asked if there was a general move away from fostering nationally in place of putting children in residential placements. Officers indicated that the fostering process remained an integral part of placing Looked After children and that a family setting was still seen as extremely important. It was advised, however, that foster care was not suitable for every child and in some instances it was more effective for a young person to be placed in a residential home. It was highlighted that many local authorities have been expanding their estates to ensure that they now have residential homes in an effort to reduce risk and retain children's engagement with their local services and communities.

RECOMMENDATIONS:

None

ACTIONS/ FURTHER INFORMATION TO BE PROVIDED:

1. The Social Care Services Board will consider an item on changes made to the MASH at a future meeting.
2. The Board to be provided with information on how the introduction of the Care Act has impacted on young carers in Surrey.
3. Children's Services to produce a briefing note for circulation alongside the minutes which provide precise information on the number of cases that Children's Services deals with as well as its annual budget.

BOARD NEXT STEPS:

None

7/15 OFSTED BRIEFING AND UPDATE [Item 7]**Declarations of interest:**

None

Witnesses:

Caroline Budden, Deputy Director for Children, Schools and Families.
Julie Fisher, Interim Strategic Director for Children, Schools and Families
Peter Martin, Deputy Leader of the Council
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement

Key points raised during the discussions:

The Deputy Director for Children, Schools and Families provided the Board with an introduction to the report, highlighting that the Council had volunteered to take part in a multi-agency inspection being piloted by Ofsted. The Board was advised that in April 2014 Children's Services had amended its delivery model in relation to Children In Need, in response to consultation with service users and partners. This change had been intended to provide greater support around early help. The Board was informed that when the Ofsted inspection began there remained some discrepancies in the extent to which the new delivery model had been rolled out across Children's Services.

This proved to be significant in the inspectors' assessment of the service. It was stressed that the service was redesigned in order to improve children's journeys through Children's Services in order to provide the best possible protection for children at risk in Surrey.

The Deputy Leader of the Council provided more details on specific concerns detailed in Ofsted's report. Both the Referral, Assessment and Intervention Service (RAIS) and the stepping down process were criticised, and it was felt they did not provide children with the level of protection and support that Ofsted would expect. Inspectors also felt that the Council and its partners should have a more robust approach to combating Child Sexual Exploitation (CSE) although the Deputy Leader highlighted that responding to CSE was a challenge for local authorities across the country. The Deputy Leader informed the Board that he was chairing a cross-party Improvement Board which was responding to issues highlighted in the Ofsted report. The Improvement Board would also closely scrutinise the improvement plan ahead of its submission to the Department for Education (DfE).

The Interim Strategic Director of Children, Schools and Families advised the Board of concerns regarding the inspection process was conducted and informed Members that the Council had made a formal complaint to Ofsted. This complaint was not upheld. The Board was informed that the Surrey Safeguarding Children Board (SSCB) also lodged a complaint about the manner in which they were inspected and this had resulted in the Ofsted's report on SSCB being set aside. Officers highlighted that Children's Services did recognise that there were key areas where improvements needed to be made and that work had already begun to address the concerns raised in the report.

- Further detail was requested on the time frame for implementing the changes required to improve Children's Services. Officers indicated that the improvement plan would include a detailed timeline for the steps required to address Ofsted's findings. In many cases, plans had already been implemented to tackle specific concerns raised by the inspectors. For example, monitoring and tracking systems for social work teams had already been introduced. A process had also been developed to ensure an independent person was available to interview any Looked After child that went missing once they returned to ensure that there was an understanding of the reasons they went missing.
- The Board was informed that an Independent Principal Social Worker has also been appointed to ensure there is someone in the Service who could robustly challenge decisions made by the Senior Management Team. It was advised that delivering sustained improvements in the Service would require changes that would take longer to implement, such as improving recruitment and retention in order to attract high quality social workers and incentivise them to stay at Surrey County Council.

- The Board drew attention to previous Ofsted inspections of Children's Services and questioned why lessons had not been learnt from the results of past Ofsted reports. The Deputy Leader advised the Board that local authorities across the country were working to meet new challenges, such as CSE which has increased the pressure on Children's Services, particularly in relation to its safeguarding obligations. The Board was further informed that there Ofsted had increasing expectations on what they expected local authorities should be able to deliver.
- Members inquired about an additional £2 million that had been allocated to support Children In Need, and asked whether this was new money allocated to the Service or if it had been moved from another part of the Directorate. The Deputy Leader confirmed that the £2 million was entirely new money that had been allocated to Children's Services.
- Clarification was sought on whether Children's Services has received an increased number of referrals as a result of CSE. The Deputy Director for Children, Schools and Families confirmed that the number of cases handled by Children's Services had increased as a result of CSE and that a response has been developed by the Council in accordance Ofsted guidance. It was also advised that distinctions between the strategic and operational response to CSE had been made clearer within the Service to ensure that the accountability for protecting children was placed at the appropriate level.
- The Cabinet Member for Schools, Skills and Educational Achievement explained that safeguarding children against CSE was a responsibility shared by partners across the county. An event was organised by SSCB which brought together representatives from partner agencies and explored how best to protect children in Surrey from CSE. Attention was being paid to educating younger children about the dangers of CSE, this included a new play entitled 'In the Net' which is aimed at primary school children. It was stressed that CSE was something which could happen in Surrey and that steps needed to be taken to ensure that children were proactively protected from harm.
- Further information was requested on the nature of the complaint made by Children's Services to Ofsted about the inspection. The Deputy Leader reiterated that the inspection was a pilot and that there had been issues around the process used by inspectors to assess service delivery and performance. The Board was informed that the multi-agency framework used in the inspection had been withdrawn. The Council and its partners had raised concerns about how the

inspection process could sometimes be detrimental to the work local authorities were trying to do.

- The Board expressed the view that schools did not feel sufficiently supported by Children's Services in fulfilling their safeguarding duties. In particular, staff shortages were felt to have resulted in a lack of continuity in relationships with social workers. Officers commented that there was a need to develop an effective partnership approach so that agencies and partners across the county, including schools, were engaged in safeguarding children. It was acknowledged that the caseload assigned to each social worker required careful management and that a shortage of staff had led to caseloads being high for individual social workers. The Board was informed that a recruitment and retention strategy had been devised in order to address the difficulties in recruiting social workers. Officers advised that recruiting social workers would always present problems for the Council by virtue of where the county is located. It was highlighted that prioritisation was paramount for social workers to ensure that they concentrated on supporting those most at risk.
- The Board suggested that a monitoring report could be circulated to provide Members with insight into how the improvement plan is progressing.
- The Board requested more detail on how the social work academy operated by Children's Services had improved training for social workers. Officers advised that the academy offered enhanced training for ten newly qualified social workers annually in order to provide them with well-rounded experience. Plans were being developed to open a second academy on the other side of the county to increase output.

RECOMMENDATIONS:

The Board thanks the Improvement Board for its work to date, and recommends:

1. That the Ofsted formal action plan, with timelines, is shared with the Board following its agreement with the Department for Education, and a further update on progress is brought to the 30 October 2015 meeting.
2. That the strategy on recruitment and retention of social workers is shared with the Board at a future meeting.
3. That a joint session is organised with the Education and Skills Board to explore the multi-agency approach to safeguarding in schools and other education provisions.

ACTIONS/ FURTHER INFORMATION TO BE PROVIDED:

None

BOARD NEXT STEPS:

None

The Board broke for lunch at 12.30pm. The Board resumed at 1.15pm.

8/15 ADULT SOCIAL CARE INDUCTION [Item 8]

Declarations of Interest:

None

Witnesses:

Dave Sargeant, Strategic Director, Adult Social Care
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

Key points raised during the discussion:

The Strategic Director gave the Board an overview of the Adult Social Care (ASC) Directorate providing some of the key challenges facing ASC in 2015/16 such as the introduction of the second phase of the Care Act including the cap on care cost alongside the delivery of £37.5 million worth of savings.

Members were provided with information on some of the ways ASC is working to meet the challenges of rising demand as the Directorate is moving from the achievement of savings through managing supply side pressure to dealing with levels of demand. The SD drew attention to work done in conjunction with the Local Government Association (LGA) on data-sharing as part of the Directorate's continual improvement programme. ASC is also in the process of compiling an Accommodation and Support Strategy which explores how best to meet the requirements of those with social care needs within the existing estate. Specifically, this will consider how ASC's estate can be flexed to meet the needs of those with social care needs. The strategy will include details of how the six residential care homes which are in the process of being closed can be used to provider support services.

The Board was also given details about the In Touch professional support services which recognises that not everyone needs continual support, instead

the In Touch team has been developed to maintain contact with those people who require lower levels of support and to make sure that their needs are being met appropriately.

The SD advised that the six outstanding Section 75 agreements, which are a part of the Better Care Fund (BCF) and need to be signed by the council and each of the six Clinical Commissioning Groups (CCG) in Surrey, are currently the undergoing legal review by each organisation. These are in the final stages of agreement and are expected to be completed soon.

- Further information was requested on the overlap between Adult and Children's Services which could be used to improve service delivery by both directorates. The SD stressed that there were is a significant overlap highlighting areas such as information governance, safeguarding, complaints handling and customer relations as areas for collaboration to improve service delivery and produce savings. In particular, the Transitions Service - which manages the pathway for people with care needs as they move into adulthood is an area that Adult Social Care encourages the review of packages to make sure service users make use of their assets and receive an appropriate level of support.
- The Board asked the SD which parts of the Directorate would cause him most concern if the Service was subject to a review of its service delivery. The SD advised that overall he has confidence in the level of service that the Directorate provides to Surrey residents. Work is being done to improve quality assurance processes following problems identified at organisations such Mid-Staffordshire NHS Trust. Many of the services delivered by the Directorate are through private and voluntary sector providers so there is a need to ensure that the quality of care from these providers is of the expected standards of quality and safety. The Board were reminded that the Care Quality Commission (CQC) has oversight of the care market through its regulatory and inspection functions and the Directorate and the CQC regularly share information. The Board was also informed that Internal Audit frequently conduct reviews projects and services. These reviews are welcomed as is important to understand strengths and weaknesses and can often be the catalyst for innovation.
- The Board referenced the Supporting Families programme as a particularly successful example of multi-agency working and asked whether there is the opportunity to learn from best practice through this programme. The SD acknowledged that the issue of professional boundaries persists and this can be pronounced in regard to health and social care integration and the delivery of the BCF. However the Directorate's commissioning and operational functions are increasingly co-located with clinical commissioning groups and district and borough councils.

RECOMMENDATIONS:

None

ACTION/ FURTHER INFORMATION TO BE PROVIDED:

None

BOARD NEXT STEPS:

None

9/15 DATE OF NEXT MEETING [Item 9]

The Board noted that its next meeting would take place at 10.00 am on 9 July 2015.

Meeting ended at: 2.10 pm

Chairman

Annex 1

Family Voice questions: Social Care Services Board

Children's Services induction

Response from Peter Martin, Deputy Leader of the Council

Q1. Point 3 on 'our purpose' for Children's Services 2015/16 ("Children in need of help and protection: To identify the needs of vulnerable children and young people who require help and protection.") omits any statement relating to service provision for children in need. These children were signed off in 2014 when the child in need team was disbanded and they are included in the group assessed as 'inadequate' in the latest Ofsted report. What provision is there for these children? How many were there in this category when it was disbanded?

A1: In March 2014 the council implemented a phased approach to the realignment of some of its Children's Social Care Services. Prior to this time, each of the four geographical areas were made up of four teams undertaking different functions, namely:

- duty and assessment
- child in need
- child protection and proceedings
- looked after children.

The service realignment was introduced to respond to legislative changes, reduce the number of case work transitions for children and young people, reduce delay and to support the early help strategy. As a result, the area model brought together the previously separate functions of duty and

assessment and child in need support into a new service called the Referral, Assessment and Intervention Service (RAIS) whilst maintaining the separate child protection and looked after children teams.

Following referral, the local authority undertakes assessments of children and young people who are believed to be 'in need' as defined by section 17 of the Children Act 1989. During the process of the assessments, and where the assessment concludes that a child has ongoing needs, intervention and support are made available to a child, young person and/or their family.

Q2: Since there is no longer a team for children in need, how does Surrey propose to meet the needs of these children under section 17 of Children's Act 1989?

The process of providing support to children in need starts at the point of assessment, as described above. For those children and young people who are assessed as having needs in accordance with section 17, support is provided by the local authority. This support may be provided directly in the RAIS, the children with disabilities teams, the Extended Hours Service and the Youth Support Service or through services commissioned from providers. All services provided under s17 are overseen by a social worker. Where the level of need is assessed following intervention and has reduced below the threshold for s17 support, but appropriate ongoing support would be helpful, a family may be 'stepped down' to be supported in the community by others who make up the early help system, such as schools or health practitioners.

Q3: The £96m budget block for Children's Services is broken down into:

- referral, assessment and care management (£22.5m)
- looked after children (£42.9m)
- children with disabilities (£11.6m)
- other front line services (£9.7m)
- central and support functions (£9.4m)

Where in these five categories is the provision for children in need?

Children in need services are within the referral, assessment and care management (£22.5m), the children with disabilities (£11.6m) and other front line services (£9.7m) blocks.

Q4: Spend on children's services is £96m versus £428.6m for adults (£177m of which is for 'older people' and £139m is for 'people with learning disabilities'). The population figures for Surrey in 2013 are:

- 224,432 0-16 yr olds
- 719,034 16-65 yr olds
- 208,648 over 65 yr olds.

Why is the spend on Children's Services not in proportion to the population split?

The £96 million budget for Children's Services is only part of the county spend on children and their families in Surrey and is targeted to those assessed as being eligible for social care services.

The wider Children, Schools and Families budget is £800m, which is 48% of the total budget for the county council and provides services for children and young people in the age ranges of 0 to 25 and their families. This funding

provides a comprehensive range of services including social care, education, special education, targeted early years, transport, skills and employment, as well as assessment, care management and support. There is a further £32m spent on transition services from childhood to adulthood for children from year 9 onwards up to the age of 25.

The population ranges quoted don't quite fit with the provision of services to children and young people up to 25, but given that 0 to 16 year olds are 19% of the total population in Surrey, the council spend on this group even up to 25, would seem to be more than in proportion to the population.

Ofsted briefing

Q1: 'Children who need help and protection' and 'leadership, management and governance' were both deemed inadequate. Where is the accountability and what does Surrey intend to do about this?

Immediately following the inspection in 2014, the council established an Improvement Board. The board is chaired by the Deputy Leader of the Council and membership includes cross party representation and the Chief Executive. Areas of concern arising from the inspection have been the focus of an ongoing review by the internal board.

The Ofsted report was published on 3 June. The council will formally respond with an action plan within 70 days, in line with the requirements of the Department for Education.

Q2: The absence of independence within the Principal Social Worker role has meant that the local authority has not benefited from objective professional challenge within its leadership team. This potentially compromises the effectiveness of the role and the independence of feedback on front line practice." Who decided it was appropriate for the head of children's social care to act as the independent monitor of her own services? Who has now been appointed to this role and how can the public be assured of the independence of their role?

A2: At the time of the Ofsted inspection, Surrey together with a number of local authorities had discharged the principal social worker (PSW) function to the assistant director of children's social care. In practice, however, this role was undertaken by four consultant senior practitioners (assistant PSWs), who reported into the social work reform manager. All five officers met monthly with the PSW to share information. Following feedback from the inspectors, a new independent PSW was appointed who works with the assistant PSWs.

Q3: "The Chief Executive, the Director of Children's Services, and elected members failed to ensure that the major restructure of children's services in March 2014 delivered effective services to safeguard and promote children's and young people's welfare. Senior managers and partners failed to foresee or risk-assess the scale and impact of the changes within the reorganisation of services for children in need, in particular the decision to disband child in need services across the

county and realign thresholds for social work services. This has resulted in a significant number of children in need identified in this inspection not receiving services commensurate with their assessed need, including their need for protection. This has left children at known and potential risk and is a serious omission.” Presumably the Local Authority is now addressing these concerns, but will senior managers be held accountable for these failings?

A3: Julie Fisher is the interim Director for Children’s Services and is working with accountable senior managers to develop the improvement plan for Children’s Services. The cross-party Improvement Board will scrutinise this plan and members will also be updated on further developments.

Annex 2

CABINET RESPONSE TO ADULT SOCIAL CARE SELECT COMMITTEE

RECRUITMENT & RETENTION AND WORKFORCE STRATEGY UPDATE (considered by Adult Social Care on 10 April 2015)

COMMITTEE RECOMMENDATION:

The Committee recommends that the Cabinet give consideration to affordable housing for care staff as key workers in Surrey including the use of the council’s land and properties.

RESPONSE:

The recommendation by the Adult Select Committee to consider supporting key staff in hard to recruit areas needs to be reflected across the hard to recruit areas for the whole organisation not only within Adult Social Care. This is an area that work has already started upon.

There are a number of existing opportunities through government schemes such as key worker housing through Registered Social Landlords which we are already looking to raise in profile to potential new and existing employees.

Parallel to existing opportunities the Business Services team are also exploring how to complement this through the use and leveraging of existing assets.

**David Hodge
Leader of the Council
26 May 2015**

Surrey Social Care Services Board

**Introduction for members
Thursday 25 June 2015**

**Caroline Budden
Deputy Director
Children, Schools and Families**



SURREY

Keeping children safe

Our Surrey picture

- In 2014/15, we had completed a total of 9866 referrals to Children's Services.
- Overall total of children entering care during 2014/15 was 1131.

19 June 2015:

- 5,791 open cases across the service*
 - 4074 children in need cases (including 439 care leavers)
 - 936 children subject to a child protection plan
 - 822 looked after children.

* There are a number of open cases held by countywide services and the MASH not included in area figures to follow.



SURREY

Children's Services

There are eight parts to Children's Services.

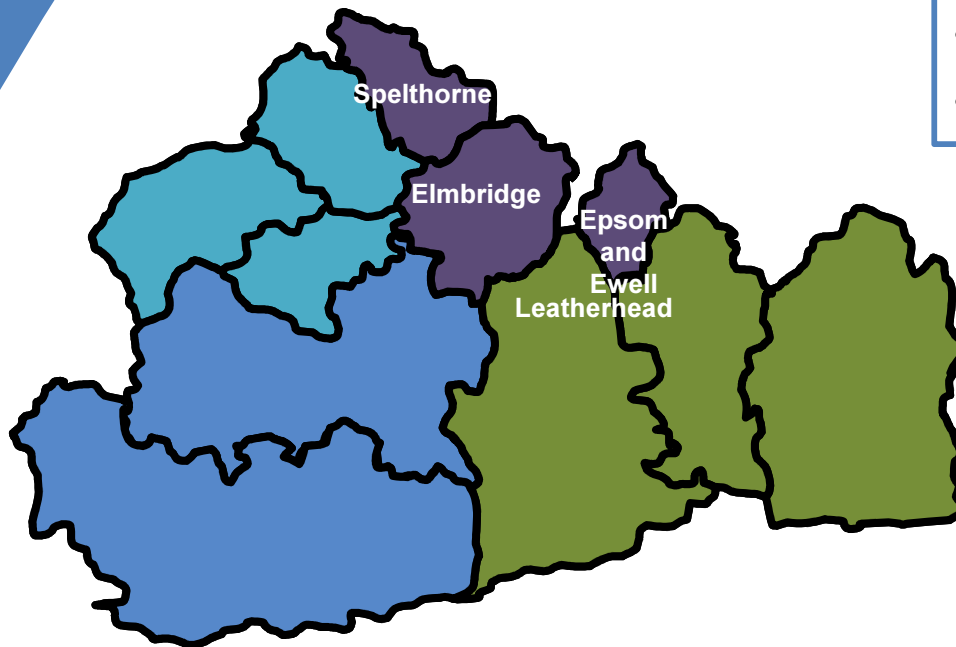
- **Four area teams:** north-east, north-west, south-east, south-west.
The area functions include:
 - a referral hub as part of the new Referral, Assessment and Intervention Service (RAIS)
 - child protection and proceedings
 - looked after children
- **Countywide Services**
- **Safeguarding unit**
- **Commissioning team**
- **Performance and support team.**



North-east area

Borders on five London boroughs

- has large suburban areas
- significant travel for staff
- implications for recruitment.



Area structure

- The social work academy.
- 67 social workers and 23 family support workers
- 4 advice support and information officers
- 5 team managers and 16 assistant team managers

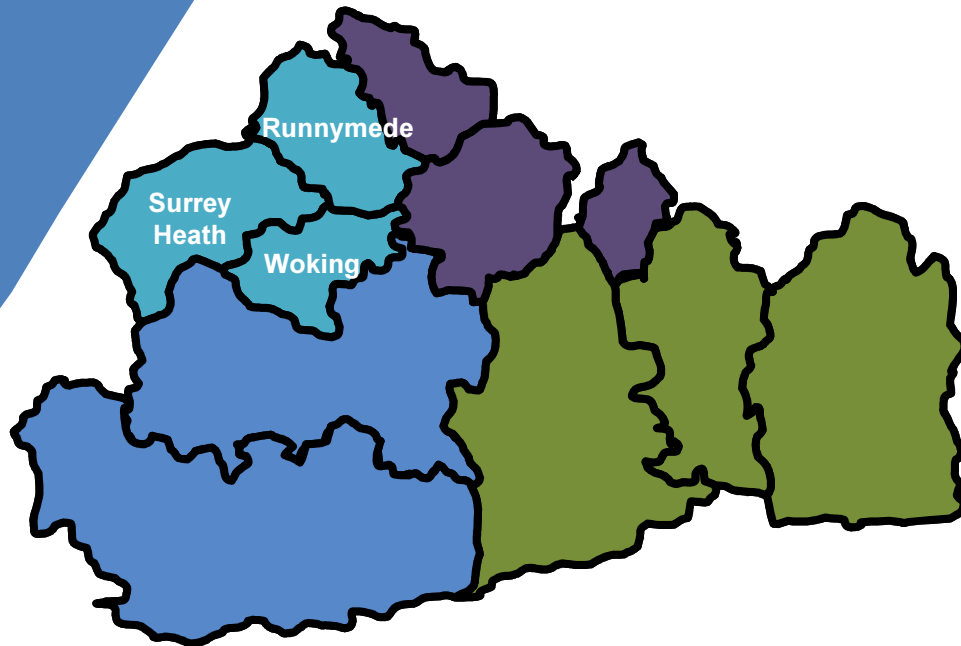
- **Total population:** 306,766
- **Children aged 18 and under:** 78,857

19 June:

- 1290 open cases
- 324 children on child protection plans
- 191 looked after children.



North-west area



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- Runnymede, Woking and Surrey Heath boroughs.
- Consistently high number of contacts and referrals.
- Population of mixed ethnicities particularly in Woking, with 75% of residents describing themselves as White British.
- High number of unaccompanied asylum seekers placed in care, including 8 under the age of 16, and of looked after children placed outside of Surrey requiring longer travel for social workers.

Area structure

- 62 social workers
- 17 family support workers
- 4 advice support and information officers
- 4 team managers and 16 assistant team managers
- some vacancies and agency locums

19 June:

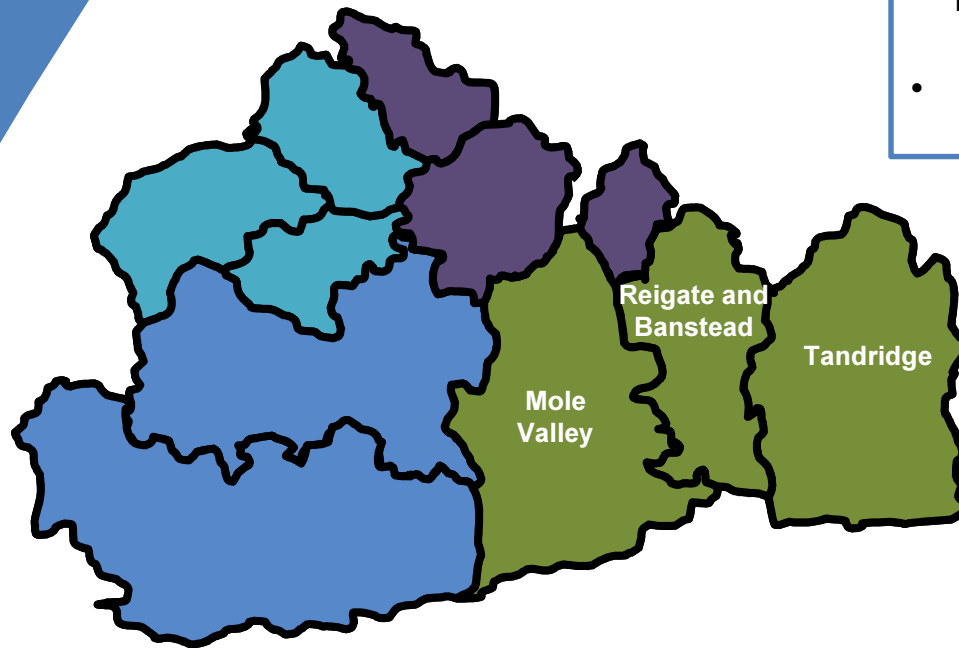
- 1318 open cases.
- 234 children on child protection plans.
- 223 looked after children.

- **Total population:**
269,919
- **Children aged 18 and under:**
61,317



SURREY

South-east area



- Reigate and Banstead borough, Tandridge and Mole Valley districts.
- Based in Consort House in Redhill.

Area structure

- 59.2 social workers
- 13.8 social worker vacancies
- 26 family support workers
- 4 advice support and information officers
- 17 team managers and assistant team managers.

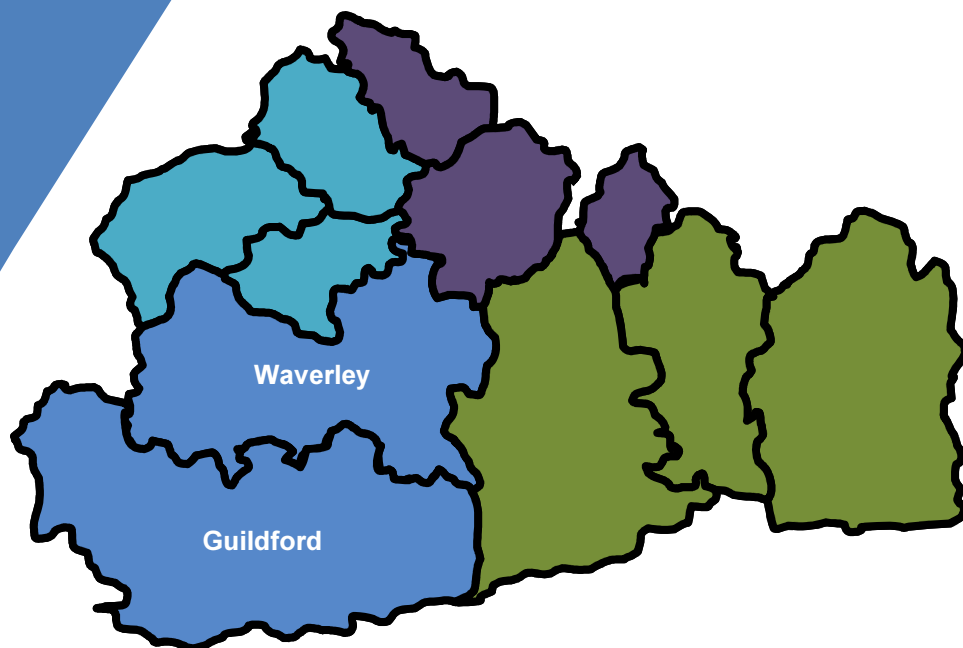
19 June 2015:

- 1062 open cases
- 224 children subject to a child protection plan
- 190 looked after children.

- **Total population:** 311,994
- **Children aged 18 and under:** 78,857



South-west area



Area structure

- 52 social workers
- 28 family support workers
- 17 team managers and assistant team managers

19 June 2015:

- 888 open cases
- 154 children subject to a child protection plan
- 173 looked after children.

- **Total population:** 263,499
- **Children aged 18 and under:** 59,650

- Guildford and Waverley boroughs.
- Our office, St Francis Centre, is just 15 minutes south of the M25 (junction 10), just west of Guildford town centre and near the borders of Hampshire, West Sussex and Berkshire. St Francis is on the Park Barn estate and is part of an old school building.

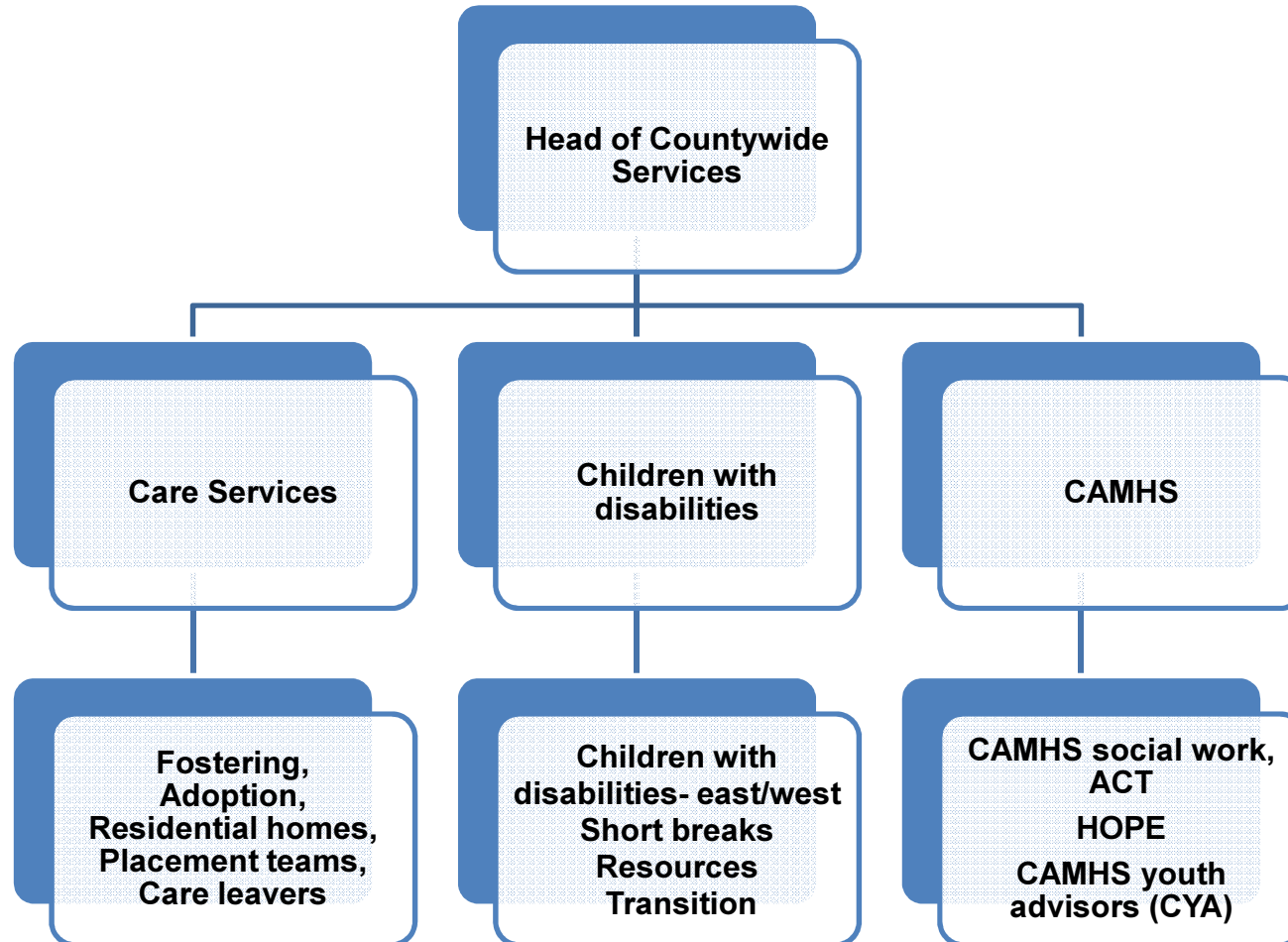


Countywide Services



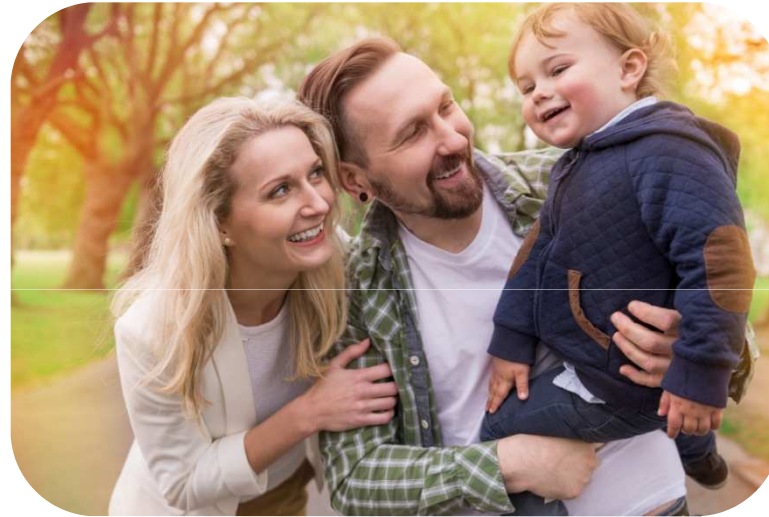
SURREY

Countywide Services Structure



Care Services

- **Fostering Service**
 - 356 carers caring for 384 children
- **Adoption Service**
 - 50 adoption orders in 2015
- **7 children's homes**
 - 2 rated outstanding, 5 good
- **External placements**
 - 50 residential children's homes
 - 201 IFAs
 - 11 parent and child fostering placements
 - 6 family assessment centres.
- **Care Leavers' Service**
 - 462 young people.



Children with disabilities

- Two teams (east and west) with 800 children.
- 2 short-break residential homes with provision for three long-term looked after children.
- Support services including domiciliary care and occupational therapists.
- Range of short-breaks commissioned through independent and voluntary sector.
- Overall budget £11.5 million.



SURREY

Child Adolescent Mental Health Service (CAMHS) and therapeutic services

- Team of 12 social workers working alongside specialist CAMHS teams.
- **HOPE:** integrated tri-partite service for children with complex mental health needs including two short-stay schools both rated good by Ofsted.
- **ACT:** assessment and therapy service for children with harmful sexual behaviour.
- **CYA:** CAMHS youth advisors / apprentices.



Surrey Child and Adolescent
Mental Health Services



SURREY

Multi-Agency Safeguarding Hub (MASH)

- July 2013 - joint Central Referral Unit (CRU) co-located Children's Services social workers and managers in existing police CRU, Guildford Police Station.
- Surrey and Borders Partnership NHS Foundation Trust (adult mental health) already part of the CRU.
- June 2014, Adult Social Care joined the MASH.
- Surrey Children's Services staff consists of 1 team manager, 2 assistant team managers, 5 social workers and 3 business support staff.
- Current MASH purpose: to manage and make decisions regarding police notifications (39/24s) sent to Children's Services from Surrey Police.
- Project plan in place to develop the MASH into one countywide front door for safeguarding concerns about children and vulnerable adults.



Extended Hours Service

- The Extended Hours Service is a multi agency therapeutic service for young people aged 10 to 15 and their families.
- Offers time limited intervention to try and prevent young people from becoming looked after children and to improve family relationships.
- Social workers, a family therapist, a primary mental health worker, resource workers and family support workers make up the Extended Hours Service.
- One team manager and two assistant team managers.
- Works intensively with families, both practically and therapeutically, for up to six months.
- Staff work shifts and weekends to meet the needs of children and families.
- Current caseload is 43.



Safeguarding



Safeguarding unit

- **Child Protection Conference Service:** providing independent chairs for all children subject to a child protection plan (19 June: 936).
- **Independent Reviewing Service:** providing independent officers for the reviews of children looked after by the local authority (19 June: 822).
- **Quality assurance team:** carry out audits of practice within area teams; providing challenge and recommendations for improvement.
- **Local authority designated officer:** manages allegations against staff working with children; providing advice and liaison with investigating agencies.
- **Surrey Safeguarding Children Board support team:** carries out work in support of the board's statutory functions.



- **Social work reform:**

- develops the learning and development offer for social workers commissioning training
- sponsoring staff seeking qualifications as a social worker
- developing retention strategies
- supporting the development of the social work academy.

- **Child Employment Service:**

- licensing employers in Surrey to take on children, ensuring compliance with legal requirements
- licensing use of children in theatre and film productions
- advising districts and boroughs in the granting of licensed premises.

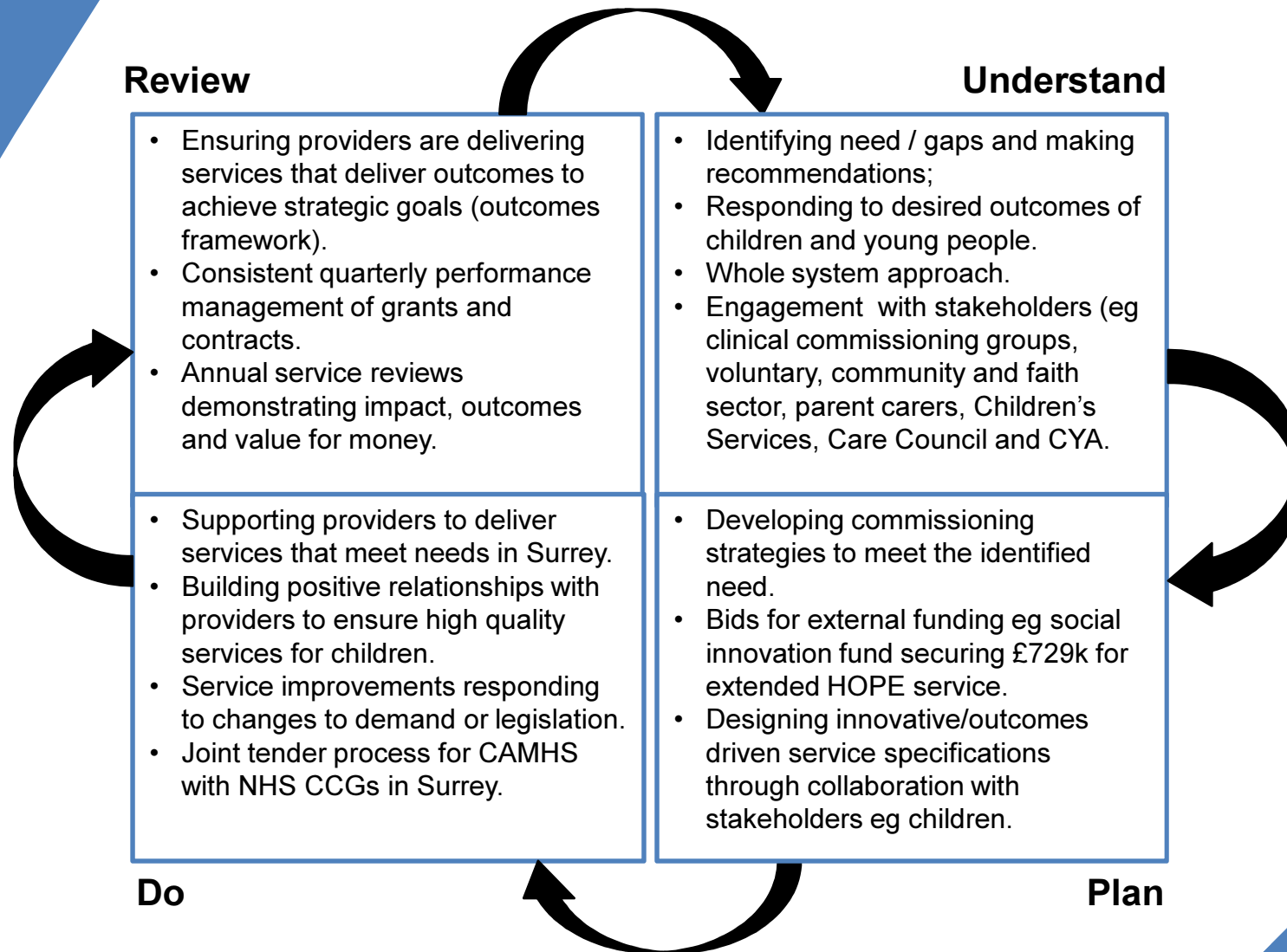


Commissioning



Commissioning team

Commissioning cycle



Performance and support

Children's social care performance team

- Countywide support to managers and teams providing performance information and regular reports.
- Development of performance reporting to underpin practice.
- Partnership with health and the wider CSF directorate.
- Production of monthly performance reports.
- Management of statutory returns.



Business administration

- Countywide administrative support to all teams - approximately 200 staff managed through supervisors and team leaders.
- Management of safeguarding unit administration.
- Management and coordination of supervised contact for those children who are in care – includes management of resources and 150 contact supervisors.
- Management of key IT projects which support service delivery.
- All finance transactional payments for the service.
- Information governance.

Information support team

- Countywide operational support and development of Children's social care recording system.



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Surrey Social Care Services Board

Ofsted update 25 June 2015



SURREY

Ofsted update

- **October/ November 2014:** inspection of local authority and Surrey Safeguarding Children Board (SSCB) under pilot framework.
- **January 2015:**
 - publication due but withheld as local authority engaged in complaints process.
 - Improvement Board established - chaired by Deputy Leader with cross party membership.
 - Focus on key themes of improvement.
- **May 2015:** confirmation that SSCB report not to be published.
- **June 2015:** publication of local authority inspection.



The judgements on areas of the service that contribute to overall effectiveness are:		
1. Children who need help and protection		Inadequate
2. Children looked after and achieving permanence		Requires improvement
	2.1 Adoption performance	Good
	2.2 Experiences and progress of care leavers	Requires improvement
3. Leadership, management and governance		Inadequate



What does the local authority need to improve?



Key themes of improvement focus

- Early help/child in need (CIN) interface
 - step up and step down process
 - CIN plans
 - monitoring and tracking
 - management oversight
- child sexual exploitation and missing children
- practice quality of plans
- review independence of principal social worker role
- leadership and management.



Improvement recommendations

- **Priority and immediate action (recommendations 1-11)**
 - leadership, management and governance
 - management oversight of quality of practice.
- **Area for improvement (recommendations 12-25)**
 - training
 - assessment and care planning for looked after children
 - care leavers
 - performance information
 - review of principal social worker role.



The local authority's strengths



SURREY

Inspectors highlighted the following strengths:

- **Surrey Family Support Programme:** In response to the Government's troubled families' initiative, intensive support to families is provided through the programme.
 - worked with 858 families
 - successfully 'turned around' 412 families (31 March 2014).
- **Culture, ethnicity, disability and gender:**
 - We give good consideration to children and young people's culture, ethnicity, disability and gender when working with families.
 - Positive use is made of interpreting services to support families where English is not their first language.



- **Support for care leavers:** to access higher education is good and the local authority funds university fees and accommodation where necessary.
- **Staying put policy:** This policy is well developed and young people are effectively encouraged to stay with their foster carers where possible. This supports young people in making the transition to early adulthood and independence.



- **Children in care council:** an active group of young people who benefit from a range of activities and whose contribution to developing services that affect their lives is valued and positively responded to by leaders and councillors.
- **Adoption:**
 - Family finding is a strength of the adoption service, and priority is given to securing the most suitable permanence option to meet children's needs.
 - Workers are committed and determined to secure adoption, and use a range of family finding activities.
 - Brothers and sisters are placed together wherever possible.
- **Extended Hours Service:** undertakes effective edge of care work with children aged 10 to 15. Last year, the service worked with 224 children, of whom only 18 became looked after.



Next steps

- Development of a skilled and experienced children's workforce.
- Recruitment and retention of social workers.
- Management development - with a specific focus on social care managers.
- Embedded enhanced quality assurance.
- Reducing caseloads.
- Clarification of future models of service delivery.
- IT solutions to support tracking, monitoring and other manual data and performance tasks.
- Refresh of the early help approach.
- Development of a countywide partnership Multi-Agency Safeguarding Hub (MASH) across the lifecycle, which supports the early help and safeguarding continuum.
- Joining up strategic plans.



Ofsted improvement framework

- Report published 3 June
- Formal action plan - 70 working days
- Requirement to establish an Improvement Board
 - This may require a review of current arrangements and membership.



Making a Difference to Services for Adults in Surrey

Page 35

Our Vision

“Work collaboratively with partners ensuring people have choice and control, in order to maximise their wellbeing, retain their independence, continue to live in their local community and remain safe”



How we're organised



Page 58
Sonya Sellar
Area Director
Mid Surrey



Jo Poynter
Area Director
East Surrey



Shelley Head
Area Director
NW Surrey



Dave Sargeant
Strategic Director
Adult Social Care



Toni Carney
Head of
Resources
& Caldicott
Guardian



Vernon Nosal
Interim Head of
Quality Assurance
& Strategic
Safeguarding



Liz Uliasz
Area Director
Guildford &
Waverley



Jean Boddy
Area Director
Surrey Heath
& Farnham



Andy Butler
Principal Social
Worker



Philippa Alisiroglu
Interim Assistant
Director
Service Delivery



Kathryn Pyper
Senior Programme
Manager



Our strategy

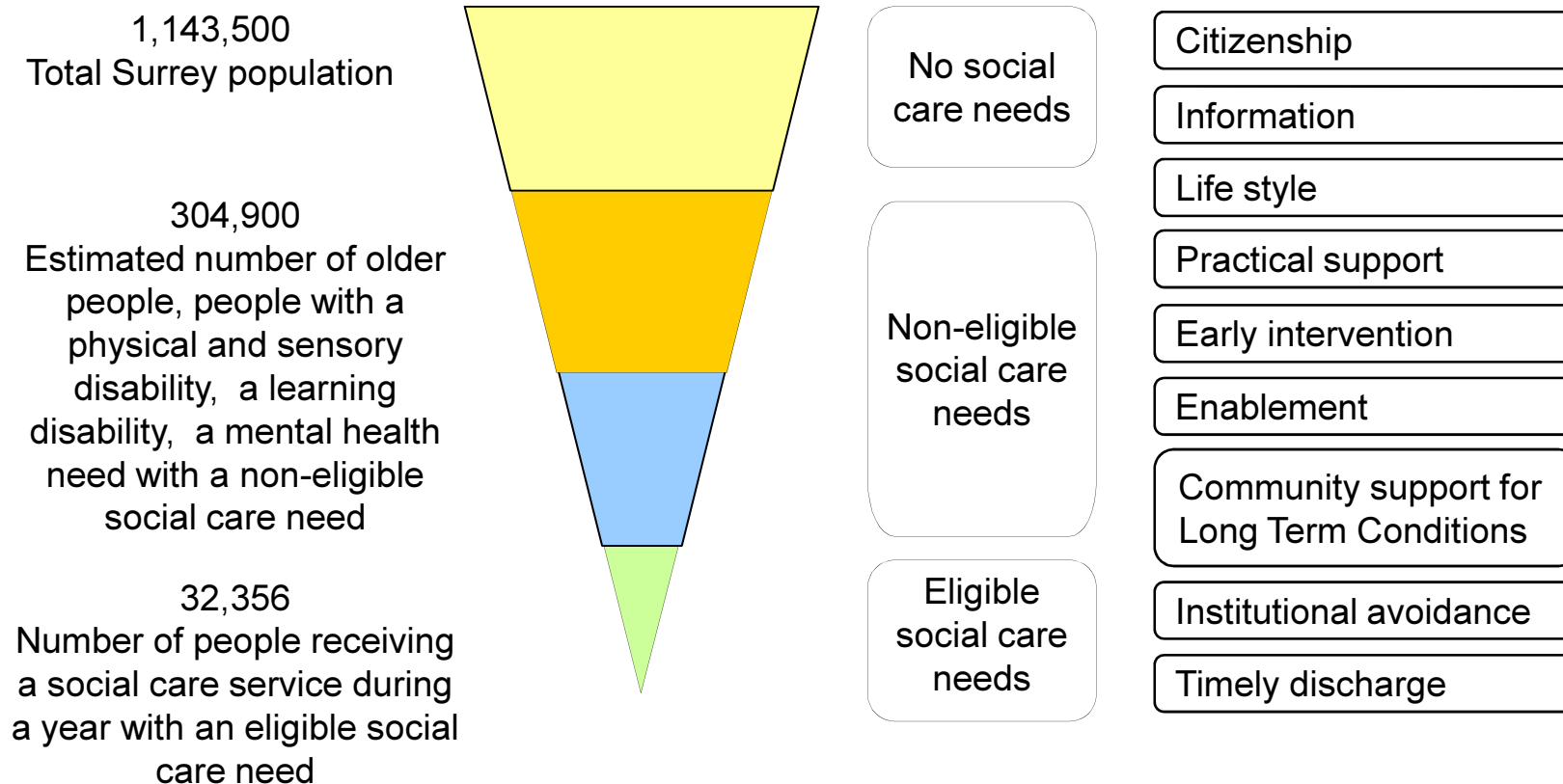
1. Protect people from harm and ensure care and support services are high quality and safe
2. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services
3. Work with health and other partners to deliver local integrated community-based health and social services
4. Implement the Care Act and prepare for funding reform in April 2016
5. Delivery efficiency savings of £37.34m as part of the Council's Medium Term Financial Plan



Context

... empowering residents of Surrey to shape their own lives and the services they receive ...

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(sources: 2013 ONS mid year estimates and 2013/14 RAP)



Continual Improvement Programme



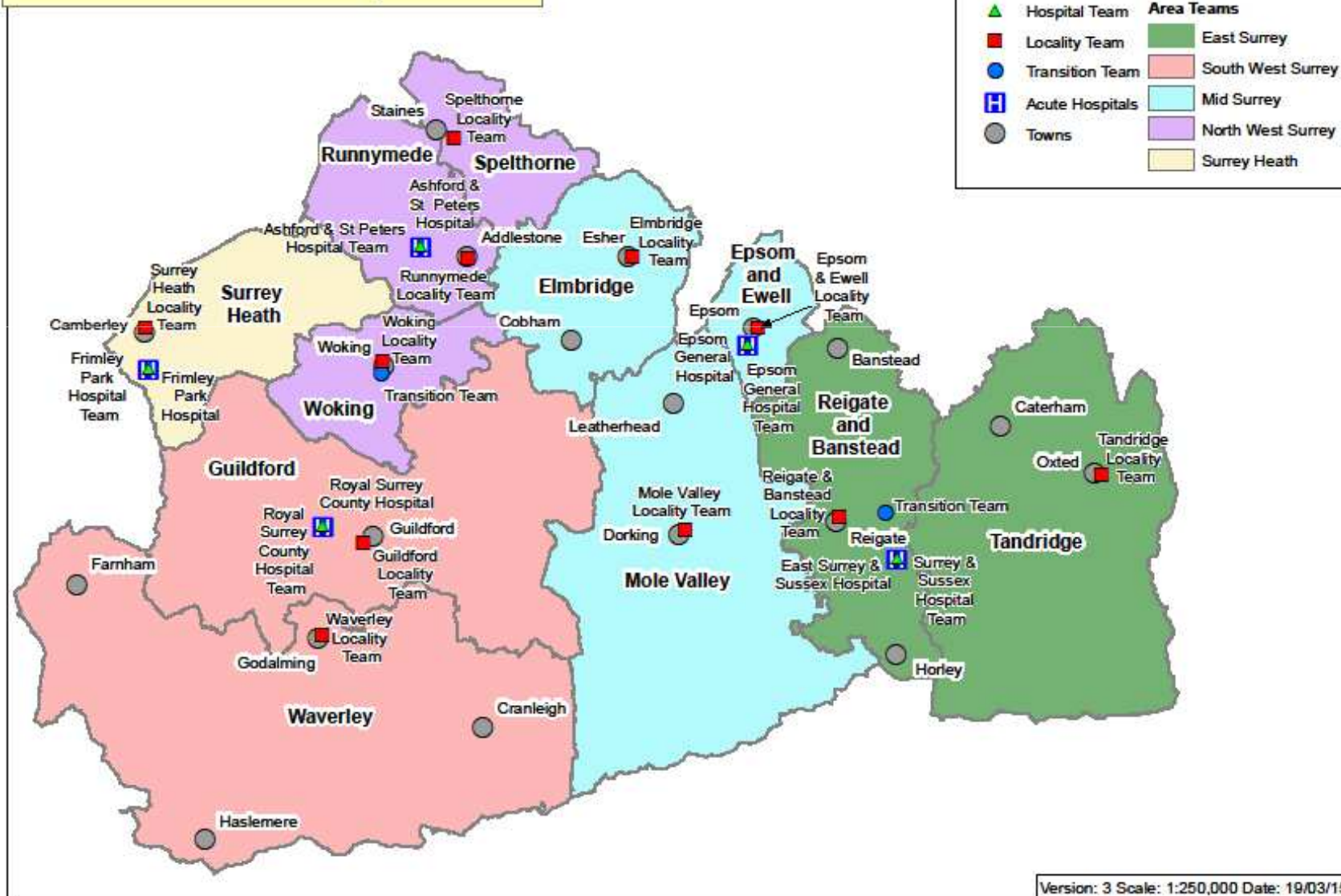
Our Operational Teams

- Advice and information, assessment and services for people from the age of 18 with physical and/or sensory disabilities; frail older people, including those with dementia or mental health concerns; and people with a learning disability
- 'In Touch' professional support service
- Duty response and safeguarding and assessment service for residents at risk of, or subject to, abuse
- Provide a reablement service, commission home care, day care, nursing and/ or residential care and supported living options
- Teams in the 5 acute hospitals providing 7 day a week service
- Specialist teams eg Emergency Duty Team, Deprivation of Liberty, Continuing Healthcare, Financial Assessments and Benefits [FAB] and Deputyship Team
- Transitions a specialist countywide service providing assessment, support planning, safeguarding and review of social care needs for individuals with a learning , physical or sensory disability, ranging from the ages of 14-25



Adult Social Care - Operations

Adult Social Care - Operations



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Version: 3 Scale: 1:250,000 Date: 19/03/15



Commissioning

- ASC commissioning re-aligned and co-located in six Clinical Commissioning Group (CCG) areas
- Local Joint Commissioning Groups in each of the six CCG areas – part of the Better Care Fund
- Establishing a Commissioning Support Unit (CSU) – financial support to contracts, projects, income and grants
- Developing relationships with local and strategic providers
- Managing the market to grow services to meet future demand



Adult Social Care - Commissioning

Adult Social Care - Commissioning

Legend

● Towns

Surrey CCGs

NHS East Surrey CCG

NHS Guildford & Waverley CCG

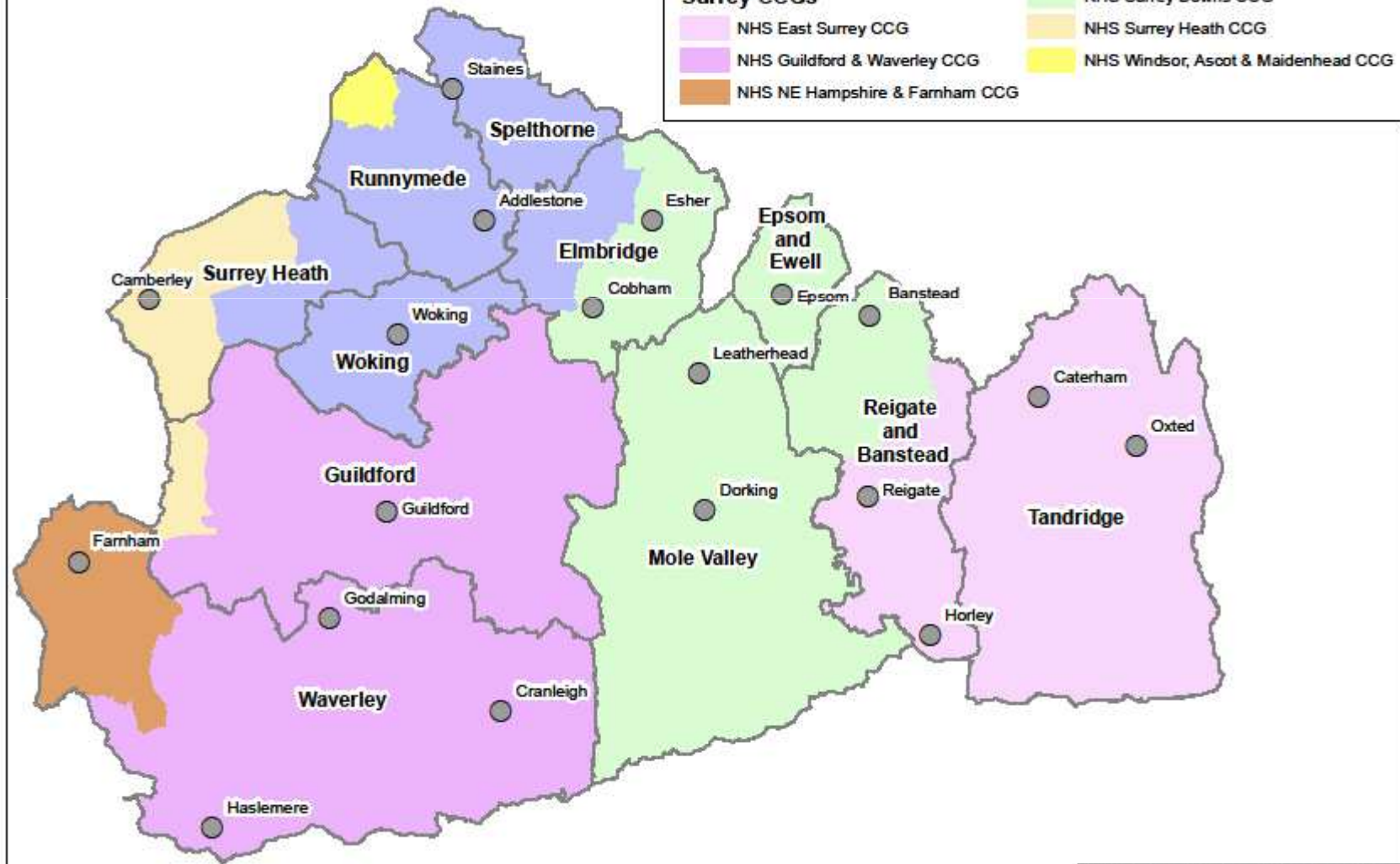
NHS NE Hampshire & Farnham CCG

NHS North West Surrey CCG

NHS Surrey Downs CCG

NHS Surrey Heath CCG

NHS Windsor, Ascot & Maidenhead CCG



Version: 3 Scale: 1:250,000 Date: 19/03/15



Enterprise, Business & Assurance

Toni Carney - Head of Resources & Caldicott Guardian

Policy framework; leadership as Caldicott Guardian and for information governance; commissioning and business support services; IT solutions which are fit for the purpose; deputyship function, financial assessments and benefits (FAB)

Vernon Nosal - Head of Quality Assurance and Strategic Safeguarding

Quality assurance framework to monitor the quality of provision; leadership for safeguarding to protect people from harm and ensure services are high quality and safe; customer relations to handle complaints and compliments in a timely and efficient manner

Kathryn Pyper - Senior Programme Manager

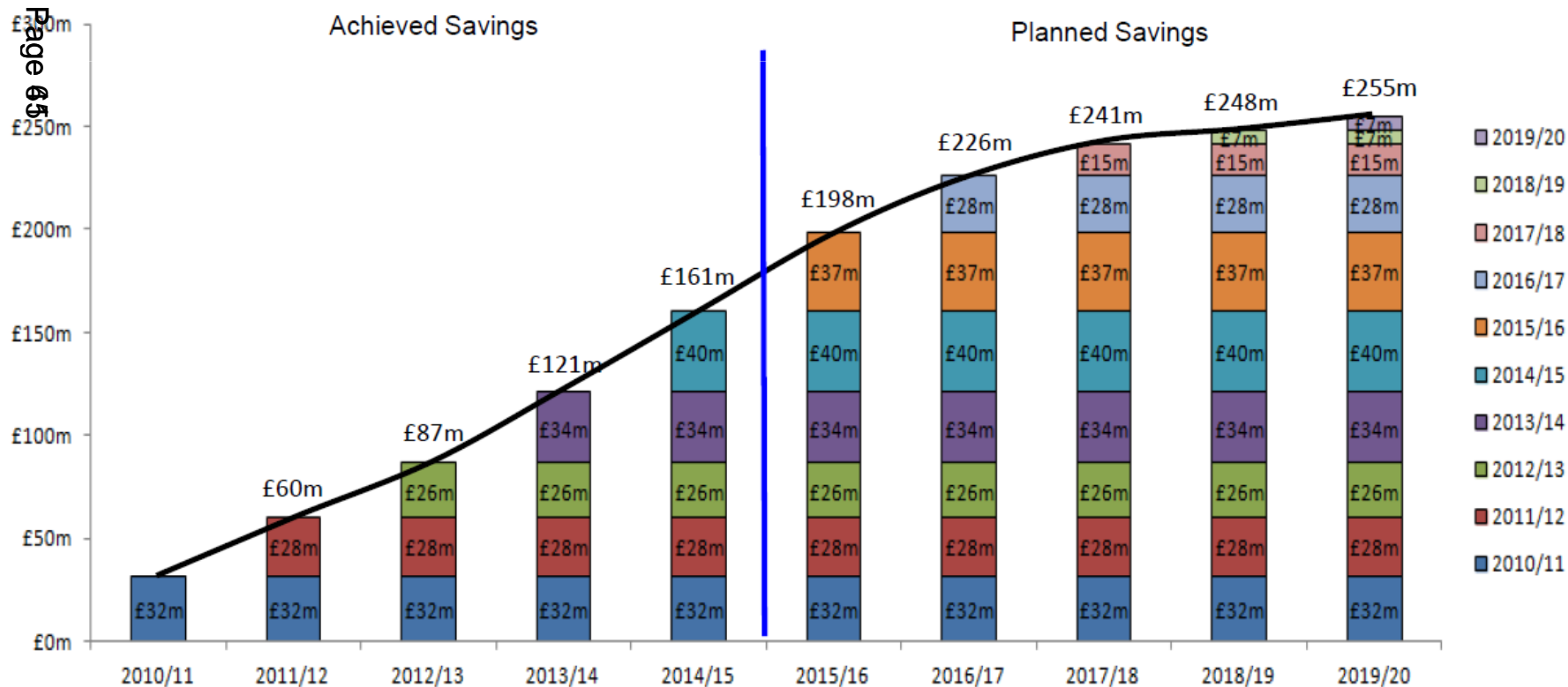
Business intelligence to meet statutory and local reporting requirements; support delivery of change projects across ASC; deliver effective information and advice to all Surrey residents and ensure stakeholder engagement.



Budget and Savings

- The Adult Social Care gross revenue budget for 2015/16 is £428m
- Required Adult Social Care efficiency savings for 2015/16 are £37m
- Planned savings from 2016/17 may change following the Comprehensive Spending Review

ASC Savings Summary 2010-20



If you would like to know more ...

- We can arrange a visit to one of our Operational Teams
- We can provide a 'buddy' in the service you can contact for more information
- Tell us know what areas you are particularly interested in
- Visit : www.surreyinformationpoint.org.uk

Surrey  **nformation Point**

Local information and support for you and your family

