

Children, Schools and Families Directorate

Annual Report 2012-2013



11



SURREY
COUNTY COUNCIL

Hello.

I reflect on the last year for the Children, Schools and Families Directorate as one of continual improvement and success. We met the financial challenge set by government, realising this year's savings targets – a real achievement with ever increasing demand for our services. But we cannot underestimate the challenge ahead.



In September 2012, the Ofsted inspection of our arrangements for the protection of children found that our work to keep children safe is effective. We are child focused, we listen and our work is making a difference to vulnerable children and young people.

Two areas of success I'd like to highlight include the launch of two major financial schemes to support our looked after children, and our restorative justice approach, which we are leading the way on nationally. This has helped us reduce youth crime by over 43% over the last three years with no looked after child entering the youth justice system for the first time in 2012. We are continuing to reduce the number of young people who are not in employment, education or training with successful participation in apprenticeships and ready for work schemes.

The council has also continued to make significant investment in school places and school improvement, the effects of which will be realised over the next five years. We want every child in Surrey to have a place at a good school that supports them to reach their full potential.

There is still much to do. We're aiming for a 'whole systems' approach for children, young people and their families in Surrey, working together with partners to provide integrated health, social care and education services, focusing on early help, children with disabilities and family support. As a result, we will realise efficiencies and better outcomes for children. This work has begun and will be taken forward through our public value programme, our family support programme and the development of our new Surrey Children and Young People's Partnership.

The expertise of our partners is a huge asset that complements the dedication of staff working at all levels within the directorate, and our political leadership. I remain confident that together we can be resilient in the face of unprecedented financial challenges, and will continue to improve our services to deliver the best possible outcomes for Surrey's children and young people.



Nick Wilson
Strategic Director for Children, Schools and Families, Surrey County Council
June 2013

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Our vision

Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible.

Our strategy and plans

There are 272,800 children and young people aged 0 to 19 in Surrey, and we want to ensure that they all benefit from living in this prosperous and economically competitive county. This includes being healthy, safe, well educated, having leisure opportunities at each stage of their childhood and having good employment prospects.

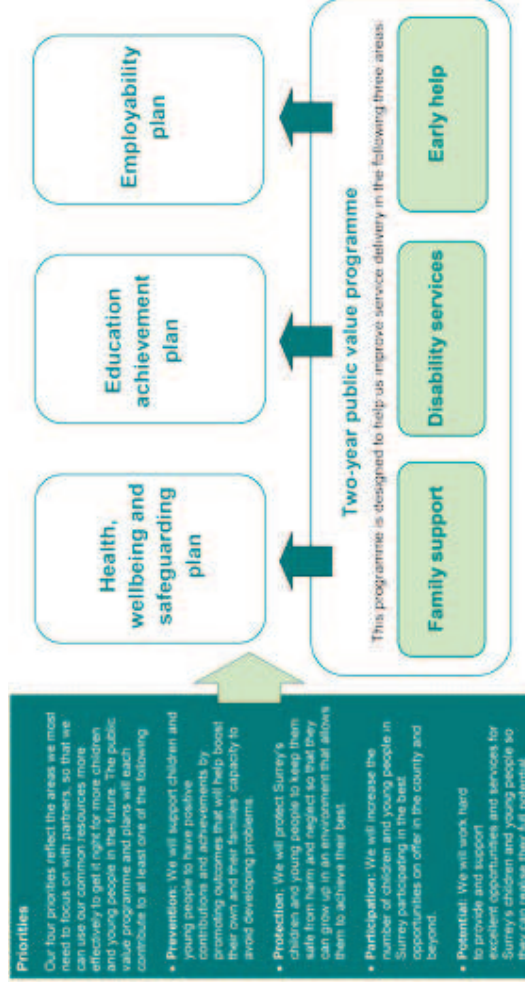
We now have increased duties and responsibilities for children and young people with special educational needs and disabilities (SEND). The Children and Families Bill (Feb 2013) is extending the support offered from birth to 25, giving children, young people and their parents greater control and choice in decisions to ensure needs are properly met. It takes forward the reform programme set out in 'Support and aspiration: A new approach to special educational needs and disability'.

To deliver this and our vision, we have a children and young people's strategy 2012-2017, four key

priorities, which we will deliver with our partners through three plans and a public value programme. The lifecourse outcomes approach (a way of thinking about childhood development in Surrey), says what we want to achieve for Surrey's children and young people, the strategy outlines how we will achieve it and the three plans provide more detail about our approach.

But we don't operate in a vacuum and our children and young people's strategy builds on a rich and varied history of partnership working. This means we are in a strong position to use our collective knowledge and expertise. By building on current strategies and service plans we will form one overarching, joined-up approach, with 'lifecourse outcomes' at the heart of the development process. We believe this will help us respond to our challenges, whilst also improving outcomes for Surrey's children and young people.

Our vision: Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible.



Leadership and working in partnership

In September 2012, Ofsted found that senior leaders within Surrey County Council are well supported by elected members and have delivered significant improvements. There is also a good understanding of strengths and areas for development within the council through well developed performance management and quality assurance structures.

Our peer challenge in June 2012 led by John Coughlan, Deputy Chief Executive and Director of Children's Services, Hampshire County Council also supported these findings. As part of the National Association of Directors of Children's Services peer challenge programme, the peer team highlighted key strengths. These included the ability of local practitioners to work in partnership, impressive political engagement and understanding, as well as effective leadership and police engagement.

There was also confidence in the relationships between schools and the council and praise for both a well led youth service transition and corporate parenting board, which all resulted in improved outcomes for children and young people.

The peer challenge did highlight some improvements around partnership. These included making the architecture of partnership arrangements clear and explicit, seeking opportunities to affirm more organic local arrangements in line with the strategic priorities as they evolve and the consideration of how to improve the way lessons are learned and disseminated from serious case reviews by the board and its partners.

The team concluded that the leadership of the Children, Schools and Families Directorate on partnership working is welcomed and valued by partners, if delivered collaboratively and with a clear focus on children.



A second peer challenge in April 2013 led by Patrick Leeson, Corporate Director of Education, Learning and Skills, Kent County Council found that partnership working with schools, colleges and agencies was a strength. In particular, the peer challenge team drew out our work with employers to deliver a high profile apprenticeship programme and our work with colleges and skills centres to support vulnerable learners, especially young people with learning difficulties and disabilities, into employment with training. The challenge also detailed that our goal to ensure full participation of all young people in education, employment and training is supported by strong political commitment and leadership.

Since then, both a strategic and operational group for a new Surrey Children and Young People's Partnership has been created. Joint priorities are being developed and agreed to. These will help direct the work of the five separate boards and supporting sub-groups that make up the partnership as a whole. A clear visual representation of the architecture has been developed alongside detailed membership and meeting dates. This has helped to solidify purpose and priority actions as well as provide the forum for effective information sharing.

Prevention



Giving Surrey's children and young people the best start in life

- We're aiming for a 'whole systems' approach for children, young people and their families in Surrey, working together with partners to provide integrated health, social care and education services, focusing on early help, children with disabilities and family support. As a result, we will realise efficiencies and better outcomes for children.

Surrey is recognised as leading the way on implementing the Government's Troubled Families Programme in a two tier area through its Surrey Family Support Programme. A new approach to partnership working has been agreed with district and borough councils taking the lead in co-ordinating local work to better support families that have multiple and complex needs. The programme undertakes a single multi-agency assessment of the family and agrees a single plan for working with the family with all the relevant practitioners and agencies. Local agencies then work as a 'team around the family' to help all family members move on to realise better outcomes.

As reflected within our two year public value programme, one of our most important challenges going forward is to strengthen our focus on early help to stop issues escalating, making it easier for children and young people to stay on track and realise their potential. We will need to work effectively with partners to implement coordinated early help across the county, and agree thresholds for when to use social care as an intervention and when to use less targeted provision. We will need to develop our evidence base to demonstrate the effectiveness of our approach in preventing the need for statutory services.

Achievements

- After a successful pilot in Waverley, local arrangements for the Family Support Programme are in place in Elmbridge, Guildford, Reigate & Banstead, Spelthorne and Woking. The programme will be rolled out to the rest of the county from October 2013 and we expect to have worked with over 600 families by April 2014. As well as providing better outcomes for families, we expect this new way of working to realise financial savings too.
- As one of 20 national special educational needs and disability (SEND) pathfinders who are currently trialling the Government's plans for a new approach for young people with SEND, we have made good progress designing and testing a new single education, health and social care process and plan from birth to the age of 25. This has been particularly successful in engaging parents and carers.
- We have developed a homelessness prevention service for young people aged 16-17. Working with the districts and boroughs and local housing providers we provide a single point of contact for supported accommodation that has almost entirely eradicated the use of bed and breakfast for young people.
- In 2012/13, 1,363 common assessment frameworks (CAFs) were completed, exceeding the target of 1,000 for this period.
- 5% more family group conferences (FGC) were held this year. The FGC service works with young people who are on the cusp of being looked after. In 2012/13, 512 FGCs were held and of these 222 were held to prevent children and young people from being looked after, 103 were held during care proceedings and 187 were held in conjunction with children in need teams to rehabilitate them back to family/friends.



PREVENTION PROTECTION PARTICIPATION POTENTIAL



Family Support Programme

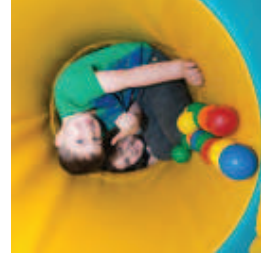


After a family support workshop, Robert McCulloch-Graham, Department for Communities and Local Government said: "We were particularly taken by the obvious commitment all of your staff and your partners demonstrated for the Troubled Family Programme and for the work with your families in Surrey."

"We were struck by the depth of knowledge, obvious ability and determination of all of those we met, to make a significant difference for the lives of your most challenged and challenging families."

"It was clear to us that the role the district councils and boroughs is both central and crucial to the continued success of your programme. Their leadership of the 'place agenda' in Surrey was explicit and clear to see."

"It was evident that this relationship was no accident and has been arrived at through many years of relationship building and partnership work between the district councils/boroughs and the county council. This strong foundation has clearly supported the progress that has been made with your families."



- The previous year's data highlights the impact the FGCs have on children and young people. In 2011/12, 486 FGCs were held. Out of these, 59% (286) children and young people are still living with and being cared for by friends and relatives - 56 of these were subject to care proceedings. 94 children have become looked after and the remaining 106 either withdrew from the process or achieved 'other' outcomes.
- The extended hours service offers a multi agency 12 - 16 week intensive therapeutic support service to young people and their families who are at a significant risk of breakdown. In 2012/13, 90% of young people did not become looked after whilst we were working with the young people and their families.
- In 2012/13, HOPE, a therapeutic day service for young people with mental health issues who are at risk of family or placement breakdown, worked with 52 young people on average per month. HOPE prevented 35

- young people from requiring admission to a child psychiatric unit, and from Sept 2012 to the summer half-term in May 2013, the average day programme attendance was 65% among young people of compulsory age and over compulsory school age, compared to 35% average attendance before their involvement with HOPE.
- As of August 2012, the No Labels service is now available countywide. The service is a joint initiative between the Youth Support Service (YSS) and the Child and Adolescent Mental Health Service (CAMHS) to empower young people to develop their skills and emotional literacy, engage in day-to-day activities and receive specialist support. No Labels is for young people who have disengaged with CAMHS.
- 61% of schools in Surrey engaged with the targeted mental health in schools (TaMHS) approach from November 2011 to April 2013, with approximately 2,500 staff across 122 Surrey

schools receiving mental health awareness training. Staff had a better understanding of both their role and the services in place to support young people's emotional health and were able to make appropriate referrals to CAMHS.

- In 2012/13, an estimated 2,000 disabled children and young people accessed short break activities. Over 300 families are now in receipt of direct payments and there has also been a corresponding increase in the provision of carers breaks grants, which allow families to tailor their own support.
- We are working with partners to develop a coordinated response to help families cope with the Government's fundamental welfare reform changes. This includes promoting financial capability, housing and homelessness prevention, support for employment and training and ensuring there is a range of accessible advice and support for those who need it.

Protection



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Looking after Surrey's children and young people and keeping them safe from harm and neglect - The Ofsted inspection of Surrey County Council's arrangements for the protection of children in September 2012 found that our work to keep children safe is effective. We are child focused, we are listening and our work is making a difference to vulnerable children and young people.

In line with national trends, the number of looked after children continued to rise in 2012/13 reaching 831 at the end of March 2013. 890 children were also the subject of a child protection plan (32 of these children were also looked after). At this time, Surrey was working with 5,116 children considered to be children in need. This includes our looked after children and children who were the subject of a child protection plan, as well as 416 care leavers and 3,011 children who were solely children in need.

630 of our looked after children were in foster homes (March 2013), including 126 who are placed with members of their extended family, 103 were in residential placements and 47 in adoption placements.

Achievements

- An agreement has been made with partners to deliver an integrated central referral unit.
- We have implemented a new professional capabilities framework for all social work staff allied to the introduction of the assessed and supported year in employment for newly qualified social workers. This has enabled us to respond to the Government's challenge to all local authorities, to develop a skilled workforce better equipped to improve the lives of children in Surrey.
- The Surrey Safeguarding Children's Board (SSCB) has developed a multi-agency strategy to prevent child sexual exploitation.

- The SSCB has successfully implemented a restructuring of its support team, resulting in increased capacity to support and monitor partners' activities in discharging their statutory responsibilities to safeguard children. Support for the key functions of quality assurance, partnership support and training have been strengthened to complement the existing work of the board, including the child death overview panel and case review functions.

- The SSCB area safeguarding groups and sub groups are now well established and have been effective in addressing the board's business plan priorities and in supporting local safeguarding initiatives enhancing multi agency working and partnership development.

- A bursary fund has been set-up to give one off rewards to Surrey's looked after children (whether they live in Surrey or not) to encourage them to achieve their full potential. A bursary may be used to pay for specific computer software for a child or young person who has a talent in design or for a sports



kit for a child or young person selected to play sport at town or county level.

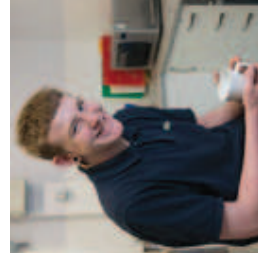
- In June 2012, Surrey County Council, in its role as corporate parent, officially launched its new savings scheme for looked after children with the support of Tim Loughton MP, Parliamentary Under Secretary of State for Children and Families. As the first of its kind in the country, the scheme supports the council's looked after children in developing personal financial skills and savings for when they become adults. We match fund each child's savings up to £260 per year.
- 82% of our looked after children were in foster placements or

placed for adoption (end of March 2013), 4% more than at the same time last year.

- In 2012/13, the number of permanent adoptions or special guardianship orders increased by 36% (80 children).
- In the last two years, no looked after child living in Surrey has entered the youth justice system for the first time thanks to a restorative approach commissioned by the Corporate Parenting Board and delivered in partnership.
- As corporate parents, we are working on all 16 challenge cards that the Children in Care Council (made up of looked after children aged 13 and over) has

issued this year. Topics include health, performance monitoring, recruitment, staff practice, rights, legal rights, communication and ethnic minority groups.

- The children's rights service now has four permanent rolling positions for care experienced children's rights apprentices. They provide expert support to Children's Services, specifically to adoption, fostering, looked after children and care leavers teams. The service has continued to expand to include peer advocacy, music and arts workshops, out of county residential projects, care leaver celebration events, contact room makeovers, a Care Council 100 (consultation panel) and Care Council Juniors (aged 8-12).



Participation

Achievements

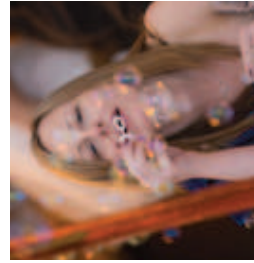
- The proportion of young people not in education, employment or training (NEET) is low. Surrey was one of the best performing authorities (at 4.1%), ranking second among its statistical neighbours. The number of NEET young people was 14% lower than last year.
- 700 young people at risk of becoming NEET in Year 11 have been supported into Year 12.
- 200 quality skill centre places have been commissioned for young people that would otherwise be NEET.
- A free meal has been provided for all eligible Year 12 learners in further education meaning that young people who would not normally have eaten during the 'college' day do eat and are ready to learn.
- 30% increase in apprenticeships in Surrey as a result of two successful campaigns ('200 apprenticeships in 100 days' and the Leader's apprenticeship programme) making Surrey one of the only places where apprenticeship provision grew in 2012.
- Surrey has achieved a 90% reduction in first time entrants to the youth justice system over five years, the lowest per capita in England.
- Use of custody continues to be amongst the lowest in the country, with 15 young people receiving a custodial sentence in 2011-12. This is the lowest per capita use of custody in England for any sizeable authority and represents a 73% reduction in the use of custody in Surrey over the last five years.
- We've achieved a 43% reduction in youth crime over the last three years.



Increasing the participation of Surrey's young people in education, training or employment – Surrey County Council supports all young people to participate up to the age 19 and to 25 for those with a learning difficulty or disability.

Confident and effective, Surrey young people will be well prepared for the challenges of work or further study and equipped to be active and contributing participants in their communities.

The number of young people in years 12 to 14 who were not in education, employment or training (NEET) at the end of March 2013 was 978.



Care leavers' stories



Ben was looked after by Surrey County Council when he was 15 as his mother was unable to provide appropriate care so he was placed with foster carers.

He is a very hard working young man but when he expressed an interest in joining the Army he was told that he wouldn't manage this.

This did not deter him and he completed his initial training and has recently passed out as a dog handler.



Jane became looked after when she was 15 following the death of her mother and her father's inability to manage the situation.

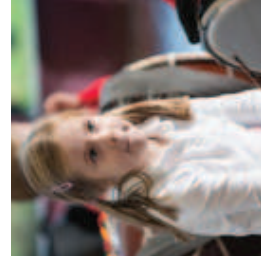
She struggled to settle into placements due to self-harm and confidence issues. She was then assisted in moving into a formal supported housing placement and encouraged to engage with counselling support to assist her with her confidence and self-esteem.

She had always expressed an interest in helping others and was supported in undertaking an apprenticeship in the care sector. She has now completed her apprenticeship and is currently looking for permanent employment within this sector.



Partnership with Parents

- 60 youth restorative interventions have been delivered. We have given all 16-17 year olds the opportunity to participate in a restorative process and as a result 85% describe themselves as satisfied with their treatment by the criminal justice system and four out of five would recommend restorative justice over traditional responses to crime.
- We received a 'good' inspection in December 2012 by Her Majesty's Inspectorate of Probation (HMIP).
- Promotion of the children's rights service continues to be successful with more young people being aware of their rights. This is reflected by an increase in the number of contacts (51) and complaints (39) direct from or about young people. 74% of complaints received advocacy support.
- In 2012/13, the directorate received 328 complaints under the Children's Act, a decrease of 1%. All children and young people making a complaint were offered advocacy support from the children's rights service and the majority took up the offer. The average time taken to respond to a first stage complaint under the Children's Act was 16 days, well within the 20 day timescale. 54% of all first stage complaints were responded to within 10 working days and 75% were responded to within 20 working days. In over 95% of cases, complaints are resolved at the first stage of the process.
- Partnership with Parents successfully re-branded to Surrey Parent Partnership this year bringing it in line with similar services across the country.



Images and names used on this page are for illustrative purposes and do not reflect the true identities of the care leavers.

Potential



Striving for educational excellence - We want every child in Surrey to have a place at a good school or setting that supports them to reach their full potential.

The government has adopted a number of policies to raise standards in schools including structural reform of the school system, a new inspection framework, raised floor standards, new performance and league tables, new curriculum and assessment arrangements and most recently the announcement of the reform of key stage 4 qualifications and 16-19 programmes and A Levels.

The challenge for Surrey and for its early years and childcare settings, schools and colleges, is to manage this unprecedented level of change while sustaining good and outstanding provision and accelerating improvement and effectiveness with little or no additional resource.

Achievements

- The majority of pupils in Surrey state-funded schools continue to perform better across all key stages, and in the majority of performance areas, than their peers regionally and nationally.
- Over 64% of children gained five A*-C grades at GCSE or an equivalent qualification, including maths and English, a slight increase from 2011. Surrey's results remain in the top quarter for local authorities.
- Pupils eligible for free school meals showed improved attainment by the end of Key Stage 2 (primary school) in 2012, narrowing the gap with their peers.
- 75% of our looked after children achieved level 4 or above at Key Stage 2 this year in both English and mathematics. These results for 2012 rank Surrey as one of the highest performing local authorities.
- Absence from school amongst our looked after children population is steadily reducing, including absence, as a result of exclusion.
- Since the new Ofsted framework was introduced in September 2012, the number of schools that are good or outstanding has been rising. Over 75% of Surrey schools are now good or outstanding.
- We have committed to a £244 million capital investment programme to help meet additional demand pressures for over 12,000 school places from 2012-17. We are now also investing £10 million in raising school standards over the next five years, improving school performance and exam results. Surrey County Council is a leading local authority in developing the capability and capacity to secure its own school improvement, which is not matched elsewhere in the country.



- In 2012, 83% of parents got their first preference of primary school and 95% were offered one of their preferences. 84% of parents got their first preference of secondary school and 97% were offered one of their preferences.
- We have reduced the total number of permanent exclusions of pupils from primary, secondary and special schools by 23% from 55 in 2010/11 academic year to 42 in 2011/12 academic year. There has also been a slight decrease in fixed term exclusions.
- There have been no permanent exclusions for our looked after children (LAC). There has also been a slight decrease in fixed term exclusions for LAC in the 2011/12 academic year compared to the previous year.
- 83% of early years providers achieved good or outstanding in their latest Ofsted inspection, compared to 79% for the south-east region and 76% nationally.
- Over 1,362 children with additional needs have been supported by the early years and childcare service. Extra support for children with additional needs has been provided through 242 inclusion support grants and 14% of settings benefitted from funding for small pieces of equipment to meet the needs of an individual child.
- Over 40 out-of-school settings took part in the disabled children's access to childcare scheme through bespoke training workshops, hands on activity days and using resources to support practice improvements.
- Surrey early support service met the needs of 209 disabled children and their families in the last year. 49 children benefitted from the 'Including me' scheme, attending nearly 1,900 play sessions. This allowed children attending special schools and units to go to mainstream after school clubs and holiday play schemes, with support if needed, reducing the pressure on spaces at oversubscribed specialist schemes.
- 211 childcare providers have undertaken the Surrey Quality Improvement Award, with 48 having completed it so far and almost all who complete/take part improving their Ofsted inspection judgements.
- The proportion of children in the Early Years Foundation Stage making good progress in the early learning goals (national indicator (NI) 72) has increased from just over 64% in 2010 to 70% in 2012.
- We have narrowed the gap between the lowest achieving 20% in the Early Years Foundation Stage and the rest of Surrey pupils from just over 30% in 2010 to just under 28% in 2012 (NI 92).
- The 'Every Child a Talker' initiative has been delivered to 51 settings and 45 childminders, with additional support provided from early education and childcare officers within 90 settings.

Financial management

The 2012/13 financial outturn position for the directorate (excluding schools) was a spend of £265.3 million, against a full year budget of £274.7m. The service spend across the directorate was as follows:

- Schools and Learning £162.8m
- Children's Services £83.4m
- Services for Young People £15.7m
- Strategic Services £3.4m

The savings plans initiated in the 2011/15 business planning, continued into the 2012/17 business planning period. Savings of over £40m were planned across the five years, with a challenging target of £11.5m in 2012/13, which was monitored throughout the year and achieved.

The 2012/13 dedicated schools grant funded spend on services for schools was £531.4m, against a budget of £540.7m. During the financial year, five secondary schools, two primary schools and one special school converted to academy status with an in-year transfer value of £11.3m.

The total capital budget for the directorate in 2012/13 was £54.3m. Of this, £29.9m was for school basic need and £14.1m for school maintenance. The capital programme for the next five years (2013-18) has approved funding of £261m for school places.



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