

Children and Families Scrutiny Panel

Thursday, 1st October, 2020
at 5.30 pm

PLEASE NOTE TIME OF MEETING

Virtual Meetings - Virtual meeting

This meeting is open to the public

Members

Councillor Taggart (Chair)
Councillor Mitchell
Councillor J Baillie
Councillor Chaloner
Councillor Guthrie
Councillor Laurent
Councillor Mintoff

Appointed Members

Nicola Brown, Primary Parent Governor
Catherine Hobbs, Roman Catholic Church
Francis Otieno, Primary Parent Governor
Claire Rogers, Secondary Parent Governor
Rob Sanders, Church of England

Contacts

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PUBLIC INFORMATION

CHILDREN AND FAMILIES SCRUTINY PANEL

Role of this Scrutiny Panel: To undertake the scrutiny of Children and Families Services in the City, including the Multi Agency Safeguarding Hub (MASH), Early Help, Specialist & Core Service, looked after children, education and early years and youth offending services, unless they are forward plan items. In such circumstances members of the Children and Families Scrutiny Panel will be invited to the relevant Overview and Scrutiny Management Committee meeting where they are discussed.

Terms Of Reference:-

Scrutiny of Children and Families Services in the City to include:

- Monitoring the implementation and challenging the progress of the Council's action plan to address the recommendations made by Ofsted following their inspection of Children's Services in Southampton and review of Southampton Local Safeguarding Children Board (LSCB) in July 2014.
- Regular scrutiny of the performance of multi-agency arrangements for the provision of early help and services to children and their families.
- Scrutiny of early years and education including the implementation of the Vision for Learning 2014 – 2024.
- Scrutiny of the development and implementation of the Youth Justice Strategy developed by the Youth Offending Board.
- Referring issues to the Chair of the LSCB and the Corporate Parenting Committee.

Public Representations

At the discretion of the Chair, members of the public may address the meeting on any report included on the agenda in which they have a relevant interest. Any member of the public wishing to address the meeting should advise the Democratic Support Officer (DSO) whose contact details are on the front sheet of the agenda.

Access – access is available for the disabled. Please contact the Democratic Support Officer who will help to make any necessary arrangements.

Mobile Telephones:- Please switch your mobile telephones to silent whilst in the meeting

Use of Social Media:- The Council supports the video or audio recording of meetings open to the public, for either live or subsequent broadcast. However, if, in the Chair's opinion, a person filming or recording a meeting or taking photographs is interrupting proceedings or causing a disturbance, under the Council's Standing Orders the person can be ordered to stop their activity, or to leave the meeting.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and or/training purposes. The meeting may be recorded by the press or members of the public.

Any person or organisation filming, recording or broadcasting any meeting of the Council is responsible for any claims or other liability resulting from them doing so.

Details of the Council's Guidance on the recording of meetings is available on the Council's website.

Business to be Discussed

Only those items listed on the attached agenda may be considered at this meeting.

QUORUM The minimum number of appointed Members required to be in attendance to hold the meeting is 3.

Rules of Procedure

The meeting is governed by the Council Procedure Rules and the Overview and Scrutiny Procedure Rules as set out in Part 4 of the Constitution.

Smoking policy – the Council operates a no-smoking policy in all civic buildings.

Fire Procedure – in the event of a fire or other emergency a continuous alarm will sound and you will be advised by Council officers what action to take

The Southampton City Council Strategy (2016-2020) is a key document and sets out the four key outcomes that make up our vision.

- Southampton has strong and sustainable economic growth
- Children and young people get a good start in life
- People in Southampton live safe, healthy, independent lives
- Southampton is an attractive modern City, where people are proud to live and work

Dates of Meetings: Municipal Year

2020	2021
4 June	11 February
23 July	25 March
1 October	
3 December	

DISCLOSURE OF INTERESTS

Members are required to disclose, in accordance with the Members' Code of Conduct, **both** the existence **and** nature of any "Disclosable Pecuniary Interest" or "Other Interest" they may have in relation to matters for consideration on this Agenda.

DISCLOSABLE PECUNIARY INTERESTS

A Member must regard himself or herself as having a Disclosable Pecuniary Interest in any matter that they or their spouse, partner, a person they are living with as husband or wife, or a person with whom they are living as if they were a civil partner in relation to:

(i) Any employment, office, trade, profession or vocation carried on for profit or gain.

(ii) Sponsorship:

Any payment or provision of any other financial benefit (other than from Southampton City Council) made or provided within the relevant period in respect of any expense incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

(iii) Any contract which is made between you / your spouse etc (or a body in which the you / your spouse etc has a beneficial interest) and Southampton City Council under which goods or services are to be provided or works are to be executed, and which has not been fully discharged.

(iv) Any beneficial interest in land which is within the area of Southampton.

(v) Any license (held alone or jointly with others) to occupy land in the area of Southampton for a month or longer.

(vi) Any tenancy where (to your knowledge) the landlord is Southampton City Council and the tenant is a body in which you / your spouse etc has a beneficial interests.

(vii) Any beneficial interest in securities of a body where that body (to your knowledge) has a place of business or land in the area of Southampton, and either:

- a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body, or
- b) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you / your spouse etc has a beneficial interest that exceeds one hundredth of the total issued share capital of that class.

Other Interests

A Member must regard himself or herself as having an 'Other Interest' in any membership of, or occupation of a position of general control or management in:

Any body to which they have been appointed or nominated by Southampton City Council

Any public authority or body exercising functions of a public nature

Any body directed to charitable purposes

Any body whose principal purpose includes the influence of public opinion or policy

Principles of Decision Making

All decisions of the Council will be made in accordance with the following principles:-

- proportionality (i.e. the action must be proportionate to the desired outcome);
- due consultation and the taking of professional advice from officers;
- respect for human rights;
- a presumption in favour of openness, accountability and transparency;
- setting out what options have been considered;
- setting out reasons for the decision; and
- clarity of aims and desired outcomes.

In exercising discretion, the decision maker must:

- understand the law that regulates the decision making power and gives effect to it. The decision-maker must direct itself properly in law;
- take into account all relevant matters (those matters which the law requires the authority as a matter of legal obligation to take into account);
- leave out of account irrelevant considerations;
- act for a proper purpose, exercising its powers for the public good;
- not reach a decision which no authority acting reasonably could reach, (also known as the "rationality" or "taking leave of your senses" principle);
- comply with the rule that local government finance is to be conducted on an annual basis. Save to the extent authorised by Parliament, 'live now, pay later' and forward funding are unlawful; and
- act with procedural propriety in accordance with the rules of fairness.

AGENDA

1 APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)

To note any changes in membership of the Panel made in accordance with Council Procedure Rule 4.3.

2 DISCLOSURE OF PERSONAL AND PECUNIARY INTERESTS

In accordance with the Localism Act 2011, and the Council's Code of Conduct, Members to disclose any personal or pecuniary interests in any matter included on the agenda for this meeting.

3 DECLARATIONS OF SCRUTINY INTEREST

Members are invited to declare any prior participation in any decision taken by a Committee, Sub-Committee, or Panel of the Council on the agenda and being scrutinised at this meeting.

4 MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)

(Pages 1 - 8)

To approve and sign as a correct record the Minutes of the meetings held on 4 June 2020 and 23 July 2020 and to deal with any matters arising, attached.

5 DECLARATION OF PARTY POLITICAL WHIP

Members are invited to declare the application of any party political whip on any matter on the agenda and being scrutinised at this meeting.

6 STATEMENT FROM THE CHAIR

7 CHILDREN'S SERVICES IMPROVEMENT PLAN

(Pages 9 - 76)

Report Of Executive Director Children and Learning briefing the Panel on the revised Children and Learning Improvement Plan

8 CHILDREN AND FAMILIES - PERFORMANCE

(Pages 77 - 102)

Report of the Director, Legal and Business Operations, providing an overview of performance across Children and Families Services since July 2020.

9 EXCLUSION OF THE PRESS AND PUBLIC - EXEMPT PAPERS INCLUDED IN THE FOLLOWING ITEM

To move that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the exempt appendix to the following item

Appendices 2, 3 and 6 are considered to be exempt from general publication based on Category 7a of paragraph 10.4 of the Council's Access to Information Procedure Rules. Category 1 relates to 'Information which is likely to reveal the identity of an individual', whilst Category 7 relates to 'Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.'

10 EDUCATIONAL ATTAINMENT IN SOUTHAMPTON
(Pages 103 - 122)

Report of the Director, Legal and Business Operations setting out the provisional 2019/20 Key Stage exam results in Southampton.

11 EXCLUSION OF THE PRESS AND PUBLIC - EXEMPT PAPERS INCLUDED IN THE FOLLOWING ITEM

To move that in accordance with the Council's Constitution, specifically the Access to Information Procedure Rules contained within the Constitution, the press and public be excluded from the meeting in respect of any consideration of the exempt appendix to the following item

Appendix 1 is considered to be exempt from general publication based on Categories 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules. Category 1 relates to 'Information which is likely to reveal the identity of an individual', whilst Category 7 relates to 'Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.'

12 RECRUITMENT OF FOSTER CARERS
(Pages 123 - 144)

To consider the report of the Executive Director Children and Learning outlining the Southampton City Council Fostering Services' strategy to recruit more in house foster carers.

13 MONITORING SCRUTINY RECOMMENDATIONS
(Pages 145 - 150)

Report of the Director, Legal and Business Operations, enabling the Panel to monitor and track progress on recommendations made at previous meetings.

Agenda Item 4

To approve and sign as a correct record the Minutes of the meetings held on 4 June 2020 and 23 July 2020 and to deal with any matters arising, attached.

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SOUTHAMPTON CITY COUNCIL
CHILDREN AND FAMILIES SCRUTINY PANEL
MINUTES OF THE MEETING HELD ON 4 JUNE 2020

Present: Councillors Taggart (Chair), Mitchell (Vice-Chair), J Baillie, Chaloner, Guthrie, Laurent and Mintoff

1. **APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)**

The Council had commenced holding committee meetings virtually in accordance with Government guidance. Councillors and Officers joined the meeting via Southampton City Council's network. Appointed members were not formally invited to attend this meeting due to technological limitations and capacity constraints. Appointed members were required to forward any questions to the Scrutiny Manager, Mark Pirnie in advance of the meeting, for the Chair to raise during the meeting. A web link to view the live stream of the meeting was made available to appointed members and the public.

2. **ELECTION OF CHAIR AND VICE-CHAIR**

RESOLVED that:

- (i) Councillor Taggart be elected as Chair for the Municipal Year 2020/21; and
- (ii) Councillor Mitchell be elected as Vice-Chair for the Municipal Year 2020/21.

3. **MINUTES OF THE PREVIOUS MEETING (INCLUDING MATTERS ARISING)**

The Chair moved that in light of recent events it was necessary and appropriate to cover items relating to the Covid 19 pandemic at this meeting of the panel and therefore recommendations from minute items 25, 26 and 28 should be updated

RESOLVED

- (i) That the minutes of the meeting held on 23 January 2020 be approved and signed as a correct record.
- (ii) That consideration of the Ofsted Inspection of Children and Families Services, as detailed in minute item 25 and consideration of the development of the Vulnerable Adolescents Service, as detailed in item 28 would be moved to the next appropriate meeting of the Panel.
- (iii) That the circulation of the membership of the Southampton Safeguarding Children Partnership, as detailed in minute item 26 would be followed up after this meeting.

4. **COVID 19 - EDUCATION AND EARLY YEARS IN SOUTHAMPTON**

The Panel considered the report of the Director of Legal and Business Operations which enabled the Panel to scrutinise developments across Southampton's education and early year's settings during the Coronavirus lockdown.

Councillor Paffey, Cabinet Member for Children and Learning; and Southampton City Council Officers - Derek Wiles, Head of Education and Learning; Anne Downie, Service Manager - Early Years and Childcare; Tammy Marks, Service Manager – Special Educational Needs and Disability were present and, with the consent of the Chair, addressed the Panel.

In discussions with the officers, the Panel noted the following:

- During the period of closure school staff had supported home learning, and delivered a provision for children of key workers and vulnerable children.
- Pupils in Reception year, Year 1 and Year 6 had returned to school where the school could accommodate re-opening to those year groups. The availability of staff and practical arrangements for accommodating pupils in accordance with the guidance from the Department for Education had limited the ability of some schools to re-open to all pupils in those year groups.
- Keeping in touch with Children in Need, Children Looked After and Children Leaving Care using technology had received good feedback from young people.
- Government funding had enabled laptops to be provided to children who had an allocated social worker and to all children in Year 10 who did not have access to a computer to support home learning.
- Some Early Years provision had to close due to financial problems exacerbated by the Coronavirus lockdown, the number of children accessing provision had also decreased. As parents return to work and demand returns to normal level there may not be enough places.
- Services to support children with special educational needs, disabilities and mental health have been challenged in how they deliver support and each child with Education and Health Care Plan had to have an individual risk assessment.

RESOLVED

- (i) That the Head of Education and Early Years shared data on school 'opening' and attendance in Southampton for the week commencing 1st June 2020 with the Panel, when it became available.
- (ii) That, in advance of the next meeting, the Cabinet Member for Children and Learning provided the Panel with a briefing on:
 - a. The steps planned across the school system to begin to close the anticipated widening education attainment gap in Southampton.
 - b. The preparations made, in conjunction with schools, for the 2020/21 academic year, to support the education of Southampton's children and young people.
- (iii) That the number of Southampton's looked after children that have been supported in applying for a university place in 2020/21 would be circulated to the Panel.

5. **CHILDREN AND FAMILIES - PERFORMANCE**

The Panel considered the report of the Director of Legal and Business Operations which provided an overview of performance across Children and Families Services since January 2020

Councillor Paffey, Cabinet Member for Children and Learning; and Phil Bullingham, Service Lead, Safeguarding, Improvement, Governance and Compliance, Children and Families, Southampton City Council; were present and, with the consent of the Chair, addressed the Panel.

In discussions with the officers, the Panel noted the following:

- Early intervention had carried on in an online form where possible.
- Social Workers had prioritised making contact with the children who were most vulnerable and has utilised safe ways to make visual contact with those children through meeting outside of the home or using virtual conferencing or telephone contact.

RESOLVED that visiting data for the period of the Coronavirus lockdown, including looked after children would be circulated to the Panel. The data would include looked after children and other categories of vulnerable children if available, alongside statutory timescales where applicable.

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SOUTHAMPTON CITY COUNCIL
CHILDREN AND FAMILIES SCRUTINY PANEL
MINUTES OF THE MEETING HELD ON 23 JULY 2020

Present: Councillors Taggart (Chair), Mitchell (Vice-Chair), Chaloner (accept items 1- 5) , Guthrie (accept items 1-5), Laurent and Mintoff

Apologies: Councillors J Baillie

6. **APOLOGIES AND CHANGES IN PANEL MEMBERSHIP (IF ANY)**

The apologies of Councillor J Baillie were noted

7. **STATEMENT FROM THE CHAIR**

The Chair announced that there would be a special Children and Families Scrutiny Panel meeting on the 27 August to consider the Improvement Report.

8. **CHILDREN AND FAMILIES - PERFORMANCE**

The Panel considered the report of the Director, Legal and Governance which provided an overview of performance across Children and Families Services since May 2020.

Councillor Paffey, Cabinet Member for Children and Learning; Grainne Siggins, Acting Director of Children's Services; Julian Watkins, Service Manager Children and Families; John Harrison, Executive Director Finance and Commercialism and Phil Bullingham, Service Lead, Safeguarding, Improvement, Governance and Compliance were present and, with the consent of the Chair, addressed the Panel.

In discussions with the officers, the Panel noted the following:

- The work that social workers had done to keep in touch with children during the difficult times created by the pandemic.
- Improvements to the Early Help offer had reduced the number of children whose needs had escalated to require support from the Children In Need teams.
- There was an increased risk of hidden harm during the pandemic due to the changes in the landscape in the community.
- The quality of Information Technology resources available to staff would be crucial to the efficient and effective delivery of support during the pandemic and future waves predicted.

RESOLVED

- (i) That officers would examine the benchmarking data provided for LAC 1, Looked After Children, and update the Panel on the findings at 1st October meeting of the Panel.
- (ii) That an indicator measuring the number of looked after children in residential care placements be included in the dataset presented to the Panel.
- (iii) That anonymised case studies, highlighting interventions by the Early Help Service that have prevented escalation to safeguarding services, would be circulated to the Panel before the 1 October meeting.

- (iv) That briefing papers would be circulated to the Panel, in advance of the 1 October meeting, on the following:
- a. The development of City Council residential care provision;
 - b. IT provision for Children's Services in preparation for the second wave of the Coronavirus pandemic;
 - c. An update on the plans for a new IT system for Children's Services.

9. **EDUCATION AND EARLY YEARS - COVID 19**

The Panel considered the report of the Director of Legal and Business Operations which recommended that the Panel scrutinise the actions being undertaken to mitigate the impact of Covid-19, and subsequent Government guidance, on educational attainment for children and young people in Southampton.

Councillor Paffey, Cabinet Member for Children and Learning; and Derek Wiles, Head of Education and Learning, Southampton City Council, were present and, with the consent of the Chair, addressed the Panel.

In discussions with the officers, the Panel noted the following:

- Communications had been distributed to reassure parents that schools are safe for children to attend and will be maintained as safe places for children to learn.
- Plans had been developed by all schools to support the mental and emotional health of students when they return to school.
- Plans had been developed to provide additional tuition in school and access to online courses for students who needed additional support with education attainment.

RESOLVED that the issue of additional support to help reduce the attainment gap is included on the agenda for 1st October meeting when the Panel undertake the customary scrutiny of educational attainment in the city.

10. **MONITORING SCRUTINY RECOMMENDATIONS**

The Panel noted the report of the Director of Legal and Business Operations which enabled the Panel to monitor and track progress on recommendations made at previous meetings.

The Panel noted that the two items of information outstanding from the last meeting had been provided and would be circulated to the Panel after the meeting.

The Panel also noted that the development of the Vulnerable Adolescents Service and the recruitment of foster carers were to be considered at a future meeting of the Panel.

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	CHILDREN'S SERVICES IMPROVEMENT PLAN
DATE OF DECISION:	1 OCTOBER 2020
REPORT OF:	EXECUTIVE DIRECTOR CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Children and Learning	
	Name:	Robert Henderson	Tel: 023 80 834 899
	E-mail	robert.henderson@southampton.gov.uk	
Author:	Title	Quality Assurance Unit Manager (Principal Social Worker)	
	Name:	Stuart Webb	Tel: 023 80 834 102
	E-mail	stuart.webb@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
Not applicable	
BRIEF SUMMARY	
To brief the Panel on the revised Children and Learning Improvement Plan	
RECOMMENDATIONS:	
	(i) That progress be noted
	(ii) That there is a further update to Scrutiny Panel in December 2020
REASONS FOR REPORT RECOMMENDATIONS	
1.	The journey for the improvement in the outcomes by Children's Services requires a robust improvement plan.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None
DETAIL (Including consultation carried out)	
	Review of Plan
3.	Since the meeting of the Scrutiny Panel in August 2020 the Improvement Plan has been reviewed against Partners in Practice (Hampshire Children's Services) recommendations. The actions arising from the collective grievance and subsequent independent report have also been incorporated; alongside learning from the recently published serious case review, 'Freddie'. The Improvement Board will also now receive a quarterly report on progress against all serious case and child safeguarding practice reviews.
4.	Responsible officers are required to provide updates for their areas and in August the Board received the first report in the recommended 'exceptions' format; identifying areas of risk in the service and outlining evidence where progress had been achieved. These are appended to this document. The

	Executive Director will now review the status of each area with his senior management team.
5.	The revised improvement plan has been redrafted, with a clear steer from the new Executive Director for Children and Learning about content and format. The plan references best practice examples, alongside the Partners in Practice feedback.
6.	The document sets out that the 'Child Friendly' ambition for children will be translated into the development of a robust service vision and strategy in quarter three, with all staff engaged in this programme. The plan outlines the governance arrangements and the extended membership of the Improvement Board; key performance measures; activity undertaken since the last inspection; the key priorities for the service and revised target dates, aligned with the inspection recommendations.
7.	The Children and Learning Service has proactively asked for a further review of the plan by Hampshire Children's Services in October 2020, to check on the revisions made. Hampshire have confirmed that approval has been given by the Department for Education.
8.	The Executive Director has received approval from Ofsted to submit the Improvement Plan on 8 th October 2020, after the meeting of the Scrutiny Panel.
	Governance
9.	In the last report, the terms of reference for the Improvement Board were outlined. There was an action for the governance structure to be shared with the Panel and the structure is referenced on page seven of the plan. The membership of the Improvement Board has been extended, at the request of the Executive Director and now includes key safeguarding partners.
10.	In response to the collective grievance, practitioner representatives will also be invited to the Improvement Board; aligned with the service practitioner reference group when this has started. The Executive Director has communicated with staff to ask for interested parties to come forward and there has been a favourable response.
11.	The Improvement Board convened in August 2020 and received a presentation on the looked after children service, as per schedule outlined at the last scrutiny meeting. On 25 th September 2020 the Board will have oversight of the revised plan.
	Update on Grievance Report
12.	As previously stated, the recommendations arising from the investigation have been incorporated into the Improvement Plan. Senior leadership team engagement to progress the plan has started with managers (meeting chaired by Executive Director on 10 th September 2020) and staff.
13.	In August, the Panel requested an update on the meetings outlined in recommendation 2 of the report. The initial tranche of meetings is confirmed below: <ul style="list-style-type: none"> • Monthly safeguarding assurance visit to one service (DCS and Leader) – service visits set up for 07/10/2020; 05/11/2020; 10/12/2020. Dates for 2021 will be confirmed.

	<ul style="list-style-type: none"> • Bi-annual safeguarding assurance meeting (Chief Executive, Executive Director Children and Learning, Leader)– booked in for 12/11/2020 and 12/05/2021. • Quarterly meeting (Chief Executive and Principal Social Worker) – booked for: 24/11/2020; 23/02/2021; 25/05/2021; 24/08/2021. • Executive Management Board meeting every six months - the service is confirming the arrangements for this meeting.
14.	Progress against the plan will be reported to Scrutiny Panel through this report.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
15.	None at this stage
<u>Property/Other</u>	
16.	None at this stage
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
17.	S.111 Local Government Act 1972
<u>Other Legal Implications:</u>	
18.	None
RISK MANAGEMENT IMPLICATIONS	
19.	The overall improvement plan is risk assessed.
POLICY FRAMEWORK IMPLICATIONS	
20.	<p>This developing improvement plan is an important contributor to achieving the outcomes desired for children in Southampton.</p> <p>The Corporate Plan 2020 sets out the following regarding the wellbeing of children in the city:</p> <p>“Working with partners to deliver the ambitions set out in the five-year Health and Wellbeing Strategy, this area looks at wellbeing across the city, with a focus on adults and children’s social care, education and public health. We work closely with partners to help safeguard vulnerable people across the city. We are focused on delivering strong customer experience across the Adults and Children & Families services. We want Southampton to be a city that is recognised for its proactive approach to preventing problems and intervening early, as well being a ‘Child Friendly City’ where children and young people have great opportunities and an aspiration to achieve. We want our residents to have the information and support they need to lead safe, active, healthy lives and to be able to live independently for longer.”</p>

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All

SUPPORTING DOCUMENTATION

Appendices

- | | |
|----|---|
| 1. | Children and Learning Improvement Plan – September 2020 |
| 2. | Exceptions report August 2020 |

Documents in Members' Rooms

- | | |
|----|------|
| 1. | None |
|----|------|

Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?	No
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Data Protection Impact Assessment

Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
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Other Background Documents

Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1. None	



**Improvement Plan 2020 - 21
Southampton Children and Learning Service**

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Introduction

Southampton has high ambitions for its children and young people, with a focus on *'Children and Young People getting a good start in life'* at the centre of its strategic priorities. We want to deliver the very best outcomes for all of our children. To meet our goals, our Children and Learning Service continues to proactively engage with improvement activity on a regional and national level. Our Ofsted ILACS inspection in November 2019 highlighted a range of interventions that are benefitting children and families. But, Ofsted found that the service still 'requires improvement' to be good.

To ensure that we improve, there is strong commitment from politicians and the Council Leadership to a *'Child Friendly Southampton'*, our vision for a city where we prioritise the safety, welfare, and success of every child in everything that we do.

By working effectively with all our partners, we are confident that our Children and Learning service will play its crucial part in making Southampton a genuinely child-friendly city and a place where young people can grow up safely and achieve their aspirations. Southampton is pleased to welcome a new Executive Director of Children's Services, Robert Henderson in September 2020 and our strategy for Children and Learning is being reviewed, with corporate support, in Autumn 2020.



Context

This is the second iteration of our improvement plan, initially developed in January 2020 in response to the inspection. In summer 2020, the service engaged with Hampshire Children's Services, through the Partners in Practice initiative, to assess the efficacy of the plan in addressing the inspection recommendations. Adjustments were made based on this peer review. This plan also responds to a whistle blowing investigation report and the Freddie Serious Case Review which were both published in August 2020.

This 'plan for improvement' is high level, underpinned by and referring back to a series of service improvement and development plans owned by Heads of Service and Service Managers in the Children and Learning Service and across the Council, and cross cutting multi-agency plans overseen by senior leaders. These plans detail clear actions, owners and timescales against which progress is monitored by the Executive Director and the Improvement Board. Underneath these are more granular action and project plans.



Our Ambition for Children



Southampton children are key stakeholders in our ambition to make Southampton *Greener, Healthier and Fairer*. We want Southampton to be a city that is recognised for its proactive approach to preventing problems and intervening early, as well being a 'Child Friendly City' where children and young people have great opportunities and an aspiration to achieve.



Our child friendly values are to:

Be Inclusive – by becoming a **participative city** in which children experience meaningful engagement in the design, delivery and place shaping of Southampton;

Listen – by implementing a participation framework for children within Southampton City Council's democratic processes with which consultation with children takes place;

Learn - by ensuring all strategy and policy is informed by the active engagement of children, with new strategic commitments expressed in child friendly terms to support children's inclusion and participation in civic policy creation.

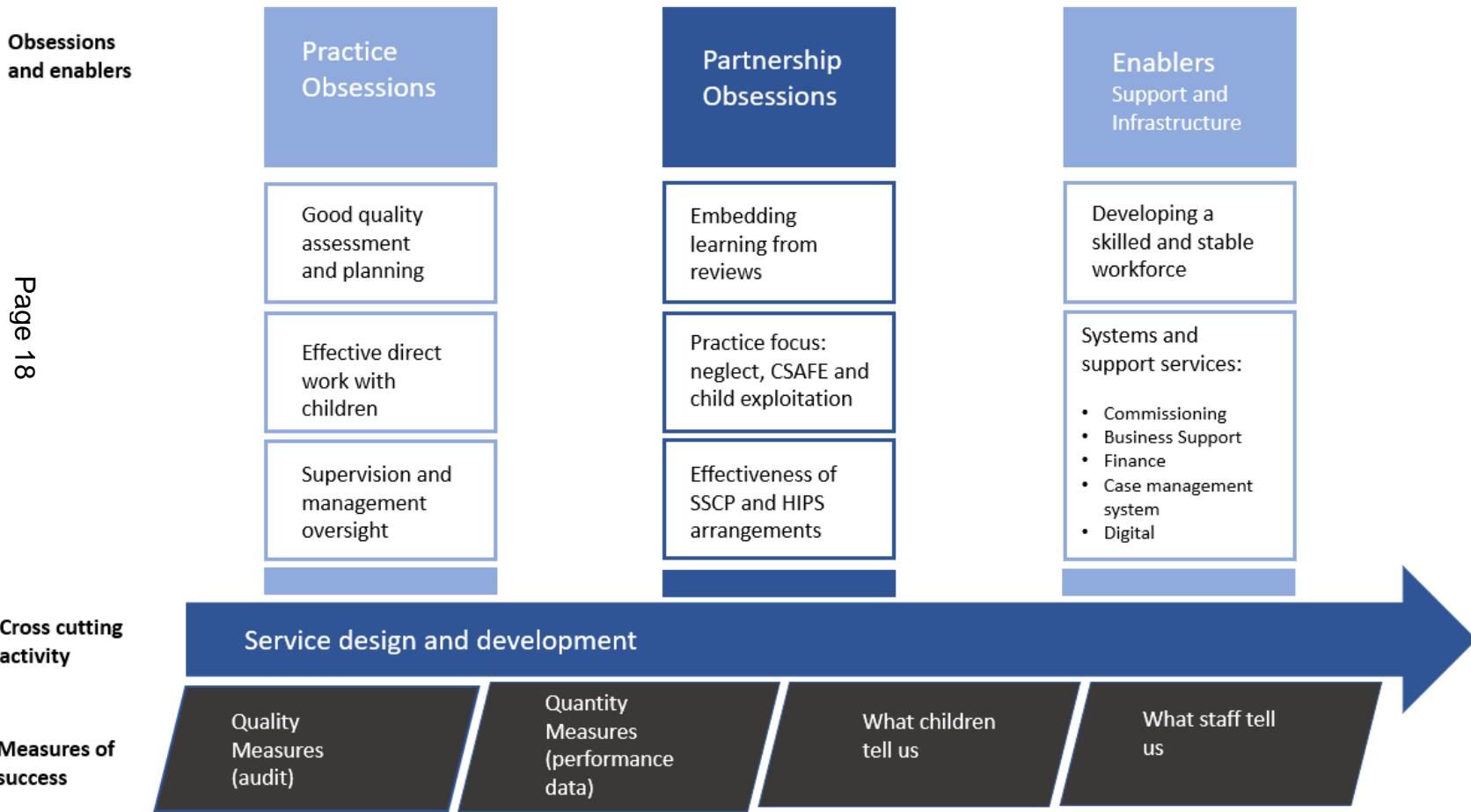
Moving forward at pace:

In Autumn 2020, led by the Executive Director for Children and Learning, we will translate our ambition into a cohesive Vision and Strategy for our staff and key stakeholders to get behind. We work hard with our partners to safeguard children and we have welcomed senior leaders on to our Improvement Board.

Central to our approach is our responsibilities as a Corporate Parent and our commitment that our looked after children will receive best support we can give them through a reinvigorated corporate parenting strategy.

Our obsessions

Underpinning our detailed plan are core obsessions and enablers. We believe that with a relentless focus, we will achieve the best outcomes for children in Southampton; laying the foundations for a service that provides consistently good practice.

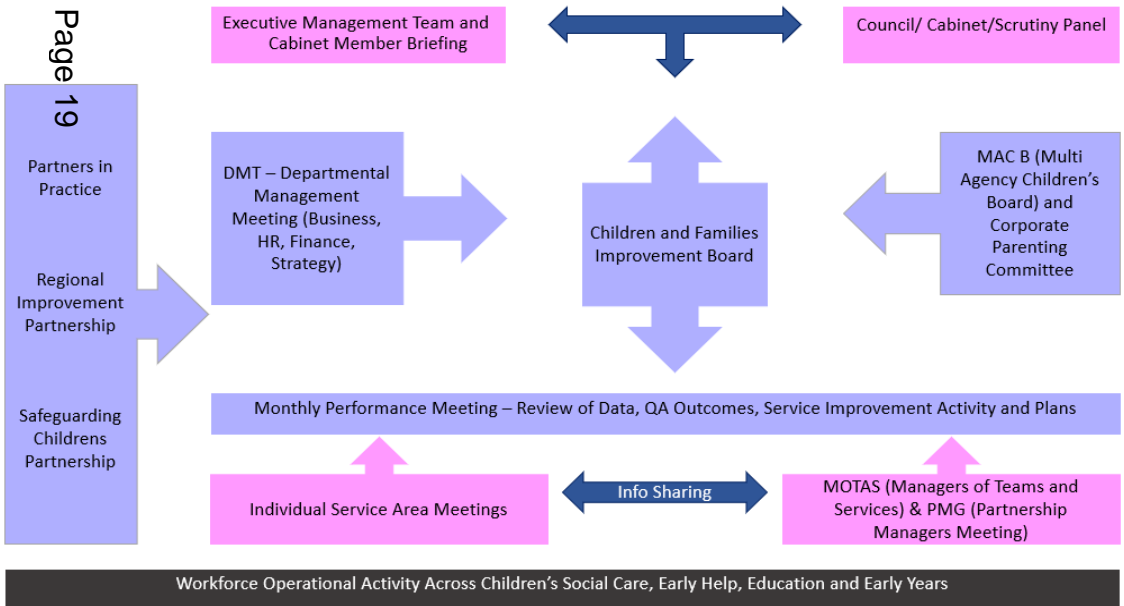


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Governance Structure

Our improvement plan is reviewed by a monthly Improvement Board, chaired by the Executive Director for Finance. The Board receives and considers performance data; progress (exception) reports and presentations from service managers. Membership has been extended to include key partners and will also include practitioners, with an interface with our practitioners reference group.

Further oversight is provided through the Children and Learning Scrutiny Panel.



- **Children and Families Improvement Board:**
- **Executive Director – Finance and Commercialisation (Chair)**
- **Executive Director - Children and Learning**
- **Heads of Service (Education, Children's Social Care, Safeguarding, Integrated and Specialist Services)**
- **Finance Officers (Children’s Social Care and Education)**
- **Practitioner representatives**
- **QA Unit Manager (Principal Social Worker)**
- **Safeguarding Children’s Partnership Chair**
- **Cabinet Member for Children and Learning**
- **Police Superintendent**
- **Associate Director, Southampton Clinical Commissioning Group**
- **Designated Nurse for Safeguarding Children, Adults and Looked After Children**
- **Primary and Secondary Head Teachers**

Measures that matter

Measures that matter					
Leadership and Stability Page 20	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Reduce Numbers and % Staff Turnover (rolling year)	5% social worker; 9% overall	4% social workers; 2% overall <i>Local Indicator</i>	5%	Workers will build long term uninterrupted relationships with children so that their plans are progressed.
	Reduce Sickness absence days per employee in rolling year	8 days	14.14 days <i>Local Indicator</i>	8 days in a rolling year per employee	Improved staff well being will support stability and better consistency of practice across the service.
	Reduce the % of agency workers	22%	8.8% (in established posts, cross-service) <i>Local Indicator</i>	5%	More staff will work for Southampton and be directly invested in our ambition and vision for children.
	Reduce and maintain caseload numbers per allocated social worker	18 (cross service)	18 overall Caseloads are above 25 children in PACT and 20 in LAC <i>Local Indicator</i>	20 allocated children per worker in PACT; 15 per worker in LAC	Social workers will have the time to complete good quality work with children and families.
Quality Assurance	Measure	Baseline	Actual (July 2020)	Target	Outcome
	Percentage of scheduled audits completed	50%	72% <i>Local Indicator</i>	90%	The service will 'know itself well'; understanding the quality of work through its audit programme.
Early Help	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	% of children open with assessment / Plans	75%	80% <i>Local Indicator</i>	80%	Children and Families benefit from an early help offer that is rooted in a good understanding of their needs.
	Increase % of locality teams allocations in <10 days from referral	N/A	84% <i>Local Indicator</i>	90%	Children will receive effective and timely support early help support.
	Rate of Early Help Assessments completed per 10,000 0 – 17 yrs	81.1	101.4 <i>Regional 42.5</i>	120	Children will have their needs met through intervention at the earliest opportunity

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
MASH / EDT	Maintain the % of referrals dealt with my MASH within 1 working day or less	94%	98% <i>Local Indicator</i>	100%	The safety of children is supported by referrals being dealt with in a timely manner
	% of contacts that become new referrals of Children in Need	35%	26% <i>Regional 21%</i>	21%	Children and families receive the help they need at the right time and from the best possible resource
	Rate of new referrals of Children in Need rate per 10,000 (0-17 year olds)	215.6	175.4 <i>Regional 124.6</i>	151.7	Children receive the right type and level of support.
	Increase the % of Strategy Discussions held within 1 WD of the Referral outcome being progress to CP Strategy Discussion	94.5%	94% <i>Local indicator</i>	100%	Safeguarding investigations in respect of children are undertaken promptly.

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Assessment Page 21	Monitor the levels of Section 47 (S47) enquiries started per 10,000 (0-17 year olds) across relevant service areas	34	24 <i>SN 19/ Reg 14 / Nat 14</i>	19	Where there are concerns about a child's safety there is a robust assessment of risk
	Increase the % of Single Assessments (SA) completed within 45 days	69%	93% <i>SN 76%/ Reg 81% / Nat 81%</i>	76% SN	Assessments completed in a timely manner to ensure children receive the help they need without unnecessary delay
	Increase the % of children who's views were represented at their ICPC	?	63% <i>Local Indicator</i>	100%	Children who are able to provide their views are represented at their Conference

	Measure	Baseline	Actual (July 2020)	Target	Outcome
Children with Disabilities	Visiting completed within designated timescales / frequencies	82%	82% <i>Local Indicator</i>	85%	Children receive high support to meet their needs, reduce risk of harm and avoid potential for family breakdown. Parents of children with SEND are supported to care for their children.

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Elective Home Education	All EHE cases within the priority cohort (CIN, CP, YOS) to be allocated to an EHE Home visitor	N/A	100% <i>Local Indicator</i>	100%	Local Authority awareness of and response to children not placed in school is robust.
	All new cases of EHE will have initial engagement within the first 4 school weeks	N/A	From Sept 2020 <i>Local Indicator</i>	100%	Increase our ability to recognise and resolve potential issues earlier
	Measure	Baseline	Actual (July 2020)	Target	Outcome
SEND Page 22	Education Health and Care Assessment – completed in 20 Week Statutory timescale.	50.3%	100% <i>Local Indicator</i>	90%	Children and YP benefit from support when they need it with a higher satisfaction in parent carers and schools/settings, less complaints and better relationships.
		Measure	Baseline	Actual (July 2020)	Target
Protection and Court	No of Children subject to CP Planning at Month end	464	426 <i>SN 388/ Reg 527 / Nat 439</i>	328	Child Protection Plans are in place for children where it has been assessed that multi-agency intervention is required to keep them safe.
	Rate of children subject to child protection planning (per 10,000 0 – 17 years)	91	82 <i>SN 48/ Reg 44 / Nat 41</i>	65	The number of children who require Child Protection Plans is at a level that is moving towards a comparable position with other local authorities like Southampton.
	% of children subject to a Child Protection Plan seen in the last 15 working days.	79%	75% <i>Local Indicator</i>	90%	The service is in regular contact with children subject to Child Protection planning to ensure that there is ongoing assessment of risk and opportunities to intervene effectively.

Measures that matter

Children's Resource Service

Measure	Baseline	Actual (July 2020)	Target	Outcomes
Number of Edge of Care referrals	442	545 <i>Local Indicator</i>	623	The Edge of Care offer is used robustly for vulnerable families
Increase the % of cases showing significant improvement between start and latest 'goal-based scores'	87%	88% <i>Local Indicator</i>	>80%	Families situations improve as a result of an effective Edge of Care response
Increase the % of Edge of Care children that have remained with their family	80%	78% <i>Local Indicator</i>	>75%	Children will receive effective support to prevent deterioration of home circumstances
Number of open EoC cases	116	108 <i>Local Indicator</i>	>109	The EoC maintains a good level of engagement with families in need of support.

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Youth Justice

Measure	Baseline	Actual (July 2020)	Target	Outcomes
Rate of custodial sentences imposed on young people aged 10-17 at time of sentence	0.51 (10 custodial sentences)	0.25 (5 custodial sentences) <i>SN - 0.23</i>	<0.3	Safe alternatives to custody are sought for children who commit serious offences.
ETE% of young people who were in suitable ETE provision when their disposal ended	66.7% - <16 yrs 46.1% - >16 yrs	69% - <16 yrs 40% - >16 yrs <i>Local Indicator</i>	75% - < 16 yrs 75% - > 16 yrs	Young people who offend benefit from good education, training and employment outcomes

Measures that matter

MET	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Increase the % of (viable) missing episodes where RHI was offered (excluding OHA)	96%	100% <i>Local indicator</i>	100%	The needs and safety of children who have been missing are responded to robustly.
	Increase the % of LAC missing episodes where RHI was offered	91%	100% <i>Local indicator</i>	100%	Looked after children who go missing receive effective support.

Looked after Children	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Page 24	Total number of LAC at period end	516	512 SN 496, Nat 514, Reg 541	420	Where it is assessed that there is no other alternative the LA will take children into its care for their welfare and protection
	Rate of looked after children per 10,000 0 – 17 years)	100	101 <i>SN 86, Nat 65, Reg 53</i>	82.4	Where it is assessed that there is no other alternative the LA will take children into its care for their welfare and protection
	Increase and maintain % of Children with an authorised care plan	95%	95% <i>Local Indicator</i>	95%	Children have good quality care plans, to which they have contributed, and which meet their needs.

Care leavers	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Increase and maintain % of Care Leavers in contact and in suitable accommodation	81%	86% <i>SN 81%, Nat 85%, Reg 84%</i>	81%	Care Leavers are in accommodation that is safe and secure.
	Increase the % of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	95%	96% <i>Local indicator</i>	95%	Care Leavers have a good quality Pathway Plans, to which they have contributed, and which meets their needs.
	Reduce the % of Looked after Children Placed in emergency beds / B&B	4% care leavers; 0% LAC	0% <i>Local indicator</i>	0%	Children and YP are placed in Suitable accommodation with discontinued use of Bed and Breakfast accommodation

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Fostering/ Placements	Number of 'in house' foster care	164	165 <i>Local Indicator</i>	200 by 2023	Secure placements, supported by confident and empathic carers.
	Percentage of children placed in IFAs	30%	29% <i>Local Indicator</i>	50%	Secure placements, in our own provision supported by confident and empathic carers.
	Increase the % of looked after children matched and with permanence plan recorded .	NA	42% <i>Local Indicator</i>	>80%	Children receive permanence in a timely manner with prevention of drift

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Adoption	Number of adoptions	3 per month (12 month average)	2 per month	3 per month	Children who are being adopted will receive timely and effective support.
	Average Number of days between entering care and child moving to adoptive family	430 days	306 <i>SN 463 Nat 486</i>	<365 days	Timely adoption matching will meet the needs of the child/ren

	Measure	Baseline	Actual (July 2020)	Target	Outcome
Safeguarding Children Partnership	Child Safeguarding Practice Reviews and Serious Case Reviews completed within timescales.	7 in progress	8 in progress 0 completed 0 in timescale <i>Local Indicator</i>	100% of reviews completed within timescales.	Where it is identified a Child Safeguarding Practice Review is required that this is completed within timescales required and learning disseminated within partner organisations including Children's Services

Developments since last inspection

- In Spring 2020, the council commissioned an independent enquiry to respond to safeguarding concerns raised via a collective grievance by Children and Learning staff. In response to the findings, senior leaders and members have worked decisively with the service management team to formulate a robust action plan which will be led by the new Executive Director.



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- Subsequently, we can show rigorous and ongoing scrutiny of outcomes for children and a robust corporate commitment to resourcing the service effectively.
- We can evidence a high level of engagement with partners, despite the impact of Covid 19; examples include our virtual MASH Strategic Group, Safeguarding Children's Partnership and Corporate Parenting Committee. The latter has been strengthened, in line with the Ofsted recommendations: a clear Corporate Parenting Strategy is being developed, supported by task and finish groups to ensure traction against critical practice areas. We have engaged with Cafcass to set up quarterly meetings; alongside continuing to engage with the family courts.

Developments since last inspection

- We have moved to virtual learning platforms; commissioning the development of e-learning for our business critical courses and launching virtual practice weeks and bulletins focused on improving the quality of assessment, direct work and supervision.



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- We have progressed our Practice Model development. Signs of Safety is being carefully explored with the provider. We have revised our restorative practice project plan in light of the findings of our interim evaluation report. We have developed detailed practice guidance and worked virtually with our Partner in Practice (Hampshire Children's Service) to consider staff engagement strategies. We have Practice Framework workshops set up for staff in Autumn 2020, alongside extensive restorative practice refresher training with a provider experienced in supporting children's social care services on their improvement journey.
- Alongside the practice model development, we have used Partner in Practice insights to strengthen our service improvement plan, review our quality assurance framework and begin work to engage with our management team about effective performance management.

Developments since last inspection

- We have launched our virtual Learning and Improvement Panel for Children's Social Care which has run monthly through out 'lock down'. We have also worked with our data team to finalise our Early Help performance scorecard which will further improve oversight of the experiences of children and families and the quality of service offered.
- In response to Covid-19, we worked with our seconded Ofsted inspector to facilitate >30 virtual reflective group sessions for >300 staff before handing this work over to the Practice Development team from October 2020. We have also launched our Supervision Guidance and we are implementing virtual training for managers.
- We have increased staffing capacity in the Child Protection Conference and IRO Teams to ensure that ongoing focus on improved performance and quality. We have started management audits and peer audits in these services as part of refreshed service delivery plans.
- We have stabilised the management team in the MASH and assessment service, evidencing a consistent and timely response to children's risks and needs throughout the pandemic.



Developments since last inspection

- We are contributing to a corporate initiative to better understand the experiences of the BAME communities; for safeguarding children this will be focused through the Safeguarding Children's Partnership.
- We have progressed the Year of the Child audit programme virtually and used the opportunity to engage with children in this cohort to learn about and respond to their experiences during lockdown. We have secured extra auditor support because of the additional work the pandemic has brought for our managers and we have undertaken regular audits of practice in key areas.
- We maintained direct contact with our most vulnerable children through out the period of lock down restrictions and resumed safe contact with children across the service, in collaboration with partners at the earliest opportunity we could.
- We have retained an ongoing focus on the Protection and Court Service, where we know there is the most pressure. There is weekly scrutiny of caseloads and management reports and monthly reports to our Improvement Board to ensure senior corporate oversight. Virtual recruitment is being supported by our Human Resources team as a critical element of our Recruitment Retention Plan.



Developments since last inspection

- We have maintained our permanence panel arrangements, operating virtually. The looked after children's service and IROs are progressing a 'Language that Cares' approach in case recording and records of reviews.
- Timely completion and authorisation of plans has remained consistently high for looked after children and care leavers. Health passport completion for care leavers has increased notably.
- Fostering and Adoption strategies and associated reports have been signed off as part of the refreshed Corporate Parenting schedule.
- The Safeguarding Children's Partnership has maintained its focus on core practice themes: Neglect, adolescent mental health and child sexual abuse in the family environment; including staff awareness surveys, virtual partnership self evaluation and local learning review and workshops.

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What Southampton children say makes a good social worker.

Our Improvement Plan

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Leadership and Stability

AREA	PRIORITIES/ACTIONS	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance Assessment Protection and Court Looked after Children Recruitment and Retention Quality Assurance <p>Core Ofsted recommendation:</p> <p>'Social Workers to build long term uninterrupted relationships with children so that their plans are progressed'</p>	<p>Outcome: Social Workers to build long term uninterrupted relationships with children so that their plans are progressed.</p> <ul style="list-style-type: none"> Reduce the number of sickness absence days per employee in rolling year Evidence scrutiny of monthly absence management report by Service Director and Senior Mgt Team evidenced in minutes of DMT Progress actions in R & R Action Plan Progress R and R activity in Service Delivery Plans Stabilise the number and % Turnover of SWs within Assessment, PACT and LAC Stabilise the number and % Turnover of overall staff Reduce the % of agency workers Progress Service Redesign Planning Reduce the number of allocated SW/Teams children have experienced from first point of contact Understand the social worker caseloads using Data Teams monthly Front line Caseload summary data report <p>Outcome: We will achieve management stability and capacity</p> <ul style="list-style-type: none"> Stabilise the number and % turnover of Children's Services Service Managers Stabilise the number and % turnover of Children's Services, Senior Managers 	<p>July 21</p> <p>Apr-20</p> <p>May-20</p> <p>Dec 2020</p> <p>April-21</p> <p>July -20</p> <p>April-21</p> <p>Jan-21</p> <p>Apr-21</p> <p>Apr-21</p> <p>Jul-20</p> <p>Oct-20</p> <p>Oct-20</p>	<p>Reduce the number of absence days per employee</p> <p>Monthly Review</p> <p>Six-weekly review of R&R action Plan</p> <p>SDPS reviewed bi monthly</p> <p>Staffing stability in core social work teams</p> <p>Exit interviews to be offered to all leavers</p> <p>Overall and social worker stability</p> <p>% of agency staff</p> <p>Planning to be reviewed 6 weekly</p> <p>Tracking of social worker allocations per child</p> <p>Compliance with caseload aspiration in Caseload Policy</p> <p>Service manager staffing stability</p> <p>Senior Leadership staffing stability</p>	<p>Human Resources</p> <p>Human Resources</p> <p>HR/ Hays / Communication Department / Finance</p> <p>QA Unit</p> <p>HR</p> <p>HR / Finance / Hays</p> <p>HR / Finance / Hays</p> <p>HR / Finance / SSCP</p> <p>Data team</p> <p>Data team</p> <p>HR / Finance /EMT</p> <p>HR / Finance /EMT</p>

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care Councillor <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	<p>Outcome: The Council have a compelling and ambitious vision INVESTIGATION REPORT REC 1</p> <ul style="list-style-type: none"> Develop an ambitious vision for children and young people in Southampton which mobilises all council services and partner agencies to improve outcomes for all children in the City; Embed outcomes to improve services for children and young people into all SCC departmental business plans <p>Outcome: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed INVESTIGATION REPORT REC 2</p> <ul style="list-style-type: none"> Co -design an effective communication strategy with managers, front line staff and partners which incorporates both internal and external communication Monthly safeguarding assurance visit to one service by Executive Director for Children & Learning Services and the Lead Councillor to review performance and listen to the experiences of front-line staff 	<p>Dec -20</p> <p>21/22 Business cycle</p> <p>March- 21</p> <p>Sep -20</p>	<p>Staff engagement with vision development; evidence of staff connecting with vision, how it impacts upon their work with and for children and families</p> <p>Outcomes against priorities with progress reported</p> <p>Monitoring of Strategy; staff and partner engagement and feedback</p> <p>Monitoring of Meetings; feedback from staff</p>	<p>Multi agency partners</p> <p>Multi agency partners</p> <p>Communications Team</p> <p>Corporate Services</p>

Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care Councillor Principal Social Worker 	<p>Outcome: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed INVESTIGATION REPORT REC 2</p> <ul style="list-style-type: none"> Quarterly safeguarding assurance meeting between the Chief Executive, the Leader, Lead Councillor and the Executive Director for Children & Learning Services to discuss successes, challenges, pressures and concerns Establish a Staff reference Group to support the delivery of the improvement plan and provide a front-line "sense check" on its effectiveness A representative of the Staff Reference Group to be included as a member of the Children's Services Improvement Board Review the improvement plan and ensure that actions to achieve the cultural shift needed are included Ensure that restorative practice is championed across the service; modelled by senior leaders and managers and supported by a clear development and implementation plan Quarterly meeting to be established between the Chief Executive and the Principal Social Worker to ensure a direct connection with front line practitioners Executive Management Board meeting every six months to review whole council approach to embedding outcomes for children & young people in the city Relaunch regular staff conference to be co-designed and co-ordinated between managers and front-line practitioners Review the service offer and approach provided by all council support functions to ensure that they are responsive and supportive, minimising the administrative burden on managers and officers 	<p>Sep-20</p> <p>Sep-20</p> <p>Oct-20</p> <p>Sep-20</p> <p>Dec-20</p> <p>Sep-20</p> <p>Sep-20</p> <p>Dec-20</p> <p>Mar-2021</p>	<p>Meetings are scheduled, with evidence of actions arising progressed.</p> <p>Implementation of Practitioners Improvement Board Carry out annual staff surveys benchmarked against previous years (SN)</p> <p>Practitioner in attendance at Improvement Board</p> <p>Evidence of review and monthly progress updates</p> <p>Progress against Working with Families Project Plan Staff undertaking Restorative Practice training</p> <p>Monitoring of Meetings</p> <p>Monitoring of meetings/minutes</p> <p>Conference planned and coordinated prior to December 2020</p> <p>Review of service level agreement</p>	<p>Corporate Services</p> <p>Principal Social Worker</p> <p>Practice Development Team</p> <p>Corporate Services</p> <p>Working with Families Project Group</p> <p>Principal Social Worker</p> <p>Corporate Services</p> <p>Communications Team</p> <p>SCC Support Services</p>

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Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Executive Director, Southampton Children and Learning Service Head of Service, Children's Social Care Councillor Head of Service HR 	<p>Outcome: Introduce a compelling workforce strategy that ensures Southampton is the destination of choice for experienced and capable social workers and managers.</p> <p>INVESTIGATION REPORT REC 4</p> <ul style="list-style-type: none"> Develop a workforce strategy for Southampton's Children & Learning service that is ambitious in its offer to attract and retain good social workers Ensure that the recruitment and retention of social workers identified within the workforce strategy is built into the communication strategy for the service (relevant expertise secured) Commit to reducing the caseloads for front-line workers, being explicit about caseload numbers for each service and when this is expected to be achieved by Review the ICT equipment currently available to all officers in the service and prioritise the service in the roll out of new technology Ensure that front line officers are actively involved in the design of the new case management system Review service offer from business support to minimise administrative burdens from front line officers and managers ensuring that they have more time to support children, young people and families Review accommodation requirements for all services to ensure that all officers have appropriate accommodation to meet the needs of their service and young people 	<p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Dec-20</p> <p>Dec-20</p>	<p>Monitoring of Recruitment and Retention Plan</p> <p>Communication Strategy</p> <p>Caseload aspiration is 18 per social worker</p> <p>ICT Plan / SWOW Programme</p> <p>Improved integrity and accuracy of data / Practitioner rep on Implementation Board</p> <p>Reviewed and monitored SLA</p> <p>Progression of Smarter Ways of Working Programme (SWOW)</p>	<p>HR/ Hays / Communication Team / Finance</p> <p>Communication Team</p> <p>HR/ Hays / Communication Team / Finance</p> <p>ICT/Care Director Provider / CC, Project Team</p> <p>CCM Project Team</p> <p>SCC support services</p> <p>SWOW Team</p>

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Leadership and Stability

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> <i>Executive Director, Southampton Children and Learning Service</i> <i>Head of Service, Children's Social Care</i> <i>Councillor</i> <i>Hampshire LA</i> 	<p>Outcome : Ensure the council has a regular independent assessment of the effectiveness of its children's social care services</p> <p>INVESTIGATION REPORT REC 5</p> <ul style="list-style-type: none"> Advance plans to expand the membership of the Children's Services Improvement Board to include key partners Revise the improvement plan in line with feedback from the independent review of the plan and associated documents Undertake broad engagement and communication activity with officers and partners on the content and key areas of the improvement plan Commission a quarterly independent assessment of the quality of practice and associated report, which will be presented to the improvement board and cabinet members Expand the independent expert support offer in partnership with Ofsted and DfE 	<p>Sep -20</p> <p>Sep-20</p> <p>Oct -20</p> <p>Nov-20</p> <p>Sep-20</p>	<p>Quorum of meeting to include Partner representatives / Review TOR of Board</p> <p>Revised Plan agreed with monthly updates and bi monthly commentary</p> <p>Engagement with officers forms part of the Communication Strategy</p> <p>Quarterly updates and review discussed with Services. QA Unit engaged with reviewer in embedding learning into service QA framework</p> <p>Service engagement in Partners in Practice</p>	<p>Multi agency partners</p> <p>Hampshire Partners in Practice</p> <p>Communications Team</p> <p>Independent Reviewer</p> <p>Hampshire Partners in Practice</p>

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Quality Assurance

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Quality Assurance Unit Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance QA activity is reflected across the service delivery plans <p>Core Ofsted recommendations:</p> <p><i>‘Management provide advice for social workers on how to undertake direct work with children and regular reflective practice on their progress.’</i></p> <p><i>‘Assessment and Plans are of a high quality to children get the right help quickly and that its impact is clearly measured.’</i></p>	<p>Outcome: Social workers feel confident in undertaking direct work with children and have regular reflective practice on their progress</p> <ul style="list-style-type: none"> Audits to show consistently good quality supervision Audits to show consistently good quality direct work Embed Reflective Practice <p>Outcome: Children have Lasting and Trusting Relationships with their Independent Reviewing Officers</p> <ul style="list-style-type: none"> Consistency of Independent Reviewing Officer function Improved timescales for responding to IRO Alerts/Complaints and CP problem resolution <p>Outcome: Assessment and Plans are of a high quality to children get the right help quickly and that its impact is clearly measured.</p> <ul style="list-style-type: none"> Service compliance against audit programme Promotion of Research in Practice Make sure that panel framework is maintained and impact is evident <p>Outcome: Improved integrity and accuracy of data; Compliance with regularity of Panel / meetings:</p> <p><u>Phase 2</u></p> <ul style="list-style-type: none"> Make sure that data integrity is flagged as a priority within Client Case Management System implementation Fully implement model of practice 	<p>Jan-21</p> <p>Jan-21</p> <p>Mar-21</p> <p>April -21</p> <p>Mar-21</p> <p>Oct-20</p> <p>Jul-20</p> <p>May-20</p> <p>May 21</p> <p>Oct-21</p>	<p>% audits graded good or outstanding</p> <p>% audits graded good or outstanding</p> <p>Participation in reflective activity (learning circles; reflexive supervision; reflective group sessions)</p> <p>Evidence of case tracking by all IROs. IRO staffing stability Reduce number of IROs that children are allocated</p> <p>Complaints /Alerts to meet corporate/local standard timescales Reduce number of stage 1 complaints</p> <p>% of scheduled audits have been carried out</p> <p>% of staff registered are using RIP by usage breakdown</p> <p>Evidence of weekly and monthly panels</p> <p>Reporting framework shows % accuracy of output after implementation of Care Director</p> <p>Evidence of practice model methodology used in all relevant cases and impact</p>	<p>Operational Teams</p> <p>Operational Teams</p> <p>Operational Teams; ; Communications Team</p> <p>HR; Hays, Data Team</p> <p>Managers if Teams and Services (MOTAS)</p> <p>Research in Practice</p> <p>Legal Services; Business Support</p> <p>CCM project team; data team</p> <p>Signs of Safety / Elia</p>

Quality Assurance

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:.'</p> <p><i>Head of Service, Children's Social Care</i></p> <p><i>Head of Service HR</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 38</p>	<p>Outcome: Invest in managers and staff to deliver high quality services for children.</p> <p>INVESTIGATION REPORT REC 3</p> <ul style="list-style-type: none"> Review the learning and development offer for managers and front-line officers to ensure that it meets their development needs including leadership development Ensure regular appraisals are undertaken and that development needs are identified and met Review current supervision arrangements to ensure that they are high quality, supportive, challenging and monitored Ensure that managers and front-line staff have sufficient capacity to take part in high quality supervision and support Review practice standards to ensure they follow best practice in improving outcomes for children and young people and that they are understood by managers and front-line officers Progress the revision of the quality assurance framework and systems following the recent independent review Review the performance management framework and reporting to ensure that it monitors compliance, volumes and timeliness and the effectiveness of outcomes; 	<p>Dec-20</p> <p>Mar-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Dec-20</p> <p>Nov-20</p> <p>Dec-21</p>	<p>Offer reviewed and info cascaded to staff Uploaded to Policy Hub</p> <p>Appraisal completion data</p> <p>Review of supervision guidance</p> <p>Supervision audits; training completion</p> <p>Practice Standards Reviewed, cascaded to staff and uploaded to Policy Hub</p> <p>Completed revision of QA Framework, cascaded to staff and uploaded to the Policy Hub</p> <p>Completed revision of PMF</p>	<p>Corporate Learning and Development Team; Human Resources; Communications Team.</p> <p>Corporate Learning and Development Team; Human Resources.</p> <p>Policy Team</p> <p>Corporate Learning and Development Team</p> <p>Policy Team; Communications Teams</p> <p>Policy Team; Hampshire Partners in Practice</p> <p>Data Team; Human Resources.</p>

Early Help

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Early Help Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Early Help and Prevention Quality Assurance <p>Core Ofsted Recommendation:</p> <p><i>Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</i></p>	<p>Outcome: A Comprehensive Integrated Early Help Service</p> <ul style="list-style-type: none"> Retain focus on number of EH / Common / Targeted Assessments Increase % of children open with assessment / plans Increase % of locality team allocations in <10 days from referral to Early Help Hub Improve Gradings in Year of the Child 2020 Longitudinal Thematic Audit <ul style="list-style-type: none"> Increase % of rapid response new referrals seen within 5 days Audits to show consistently good quality direct work <ul style="list-style-type: none"> Analyse % of re-referrals into Early Help Analyse % cases stepped up 	<p>Oct-20 Jul-20 May-20</p> <p>Oct-20</p> <p>Jun-20 May-20</p> <p>Oct-20 Oct-20</p>	<p>Number of open assessments % open plans % children seen within 10 days of referral</p> <p>% audits graded good or outstanding</p> <p>% of Families seen within 5 days of referral to EH % audits graded good or outstanding</p> <p>% re-referrals into EH in past 12 months % of cases stepped up to Children’s Social Care</p>	<p>Solent NHS / Data Team Solent NHS / Data Team Solent NHS / Data Team</p> <p>QA Unit</p> <p>MASH QA Unit</p> <p>Data Team EH Rapid Response Team / EH Hub</p>

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care MASH Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> MASH Early Help and Prevention Assessment Quality Assurance <p>Core Ofsted Recommendation:</p> <p><i>'Decision making in the MASH adheres to local guidance and children do not experience unnecessary statutory assessments.'</i></p>	<p>Outcome: Decision making in the MASH adheres to local guidance and children do not experience unnecessary statutory assessments</p> <ul style="list-style-type: none"> Monitor level of contacts received Understand application of thresholds - P'ship Audits with multi agency networks Ensure that referral thresholds are understood by partner agencies Develop monthly learning circles between Assessment and MASH colleagues to check on decision making Partner's MASH Navigator joint Training - Attendance at MASH Induction training for new MASH Navigators (Partners) Ensure time from referral received / recorded to completion by MASH was 24 hours / 1 working day or less Coordinate 6 monthly health checks of referral and decision making with partners <p>Outcome: All referrals to MASH are well informed and appropriate</p> <ul style="list-style-type: none"> Monitor the level of contacts that become new referrals of Children In Need (CiN) Monitor the rate of new referrals of Children in Need (CiN) per 10,000 (0-17 year olds) in past six months Analyse the gradings in weekly MASH Management Audits <p>Outcome: Concerns for children's safety OOH are dealt with swiftly and proportionately</p> <ul style="list-style-type: none"> Analyse data and cases studies to show impact of EDT response <p>Outcome: Delivery of Local Authority Designated Officer (LADO) is robust and has clear senior management oversight</p> <ul style="list-style-type: none"> Convene management audits to understand impact of LADO, Convene independent audit of LADO function 	<ul style="list-style-type: none"> Oct -20 Feb-21 Feb-21 Mar-21 Mar-21 Oct-20 May-20 Oct-20 Oct-20 Jun-20 Dec-21 Oct-20 Jan-21 	<ul style="list-style-type: none"> Number of contacts received in preceding six months Evidence, through audit, of appropriateness of referrals across referral sources Review of Continuum of Need document by MASH and strategic partners Evidence of monthly learning circles recorded where decision making was discussed % of new P'ship Navigators receive MASH Training % of referrals completed within 24 hours Completion of six monthly health checks % of conversion from contact to referral Rate per 10,000 0 – 17 year olds, Children in Need % of cases graded good or outstanding Monthly case exemplar showing good practice and identifying any barriers to effective service delivery. % of EDT contacts are progressed within 1 WD Bi-monthly senior manager audit to provide assurance of robust decision making Bi-annual independent review of LADO function 	<ul style="list-style-type: none"> Safeguarding Children Partnership Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Data Team; SESLIP regional improvement partnership Data Team; SESLIP regional improvement partnership QA Unit QA Unit Head of Service - Safeguarding, Integrated and Specialist Services

Assessment

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Assessment Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment MASH Protection and Court Orders Children's Resource Services Quality Assurance <p>Core Ofsted Recommendation:</p> <p>Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</p>	<p>Outcome: Prompt and Proportionate responses to children at risk</p> <ul style="list-style-type: none"> Monitor the level of Section 47 (S47) enquiries started Monitor % of Strategy Discussions held within 1 Working Day of the Referral outcome being progress to CP Strategy Discussion (MASH) Quarterly dip sampling of attendance at Strategy Discussions Analyse Gradings in Thematic Audits <p>Outcome: Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</p> <ul style="list-style-type: none"> Monitor timeliness of completion of Single Assessments (SA) Monitor timeliness of case allocation after referral <p>Outcome: Children benefit from effective Child Protection Planning</p> <ul style="list-style-type: none"> Audit of Conference outcomes, reports and minutes (including problem resolution) Monitor levels of appropriate children who engage with CP Champions <p>Outcome: Children are protected through the consistent and appropriate use of Child Safety Agreements</p> <ul style="list-style-type: none"> Analysis of Gradings in Thematic Audits Level of staff engagement in Domestic Abuse Training Level of staff engagement in Risk Mgt Framework Training 	<ul style="list-style-type: none"> Oct-20 Dec-21 Dec-21 Dec-21 Apr-20 Dec-21 Dec-21 Dec-21 Dec-21 July -21 July-21 	<ul style="list-style-type: none"> Number and rate of sec.47 enquiries starting % of strategy discussions held within 1 WD % attendance of those involved with the case providing information % of audits graded good or outstanding % of single assessments completed within 45 days % of cases allocated within 48 hours % of Case Conferences audited where evidence Thresholds are being applied % of children who benefit from referral to and engage with Child Protection Champions % audits graded good or outstanding % of staff engaging in training % of staff engaging in training 	<ul style="list-style-type: none"> Hampshire Constabulary; SESLIP Safeguarding Children Partnership Safeguarding Children Partnership QA Unit Data Team Data team Children's Social Care Business Support ; Child Protection Champions Independent Domestic Violence Advisory Service Independent Domestic Violence Advisory Service Independent Domestic Violence Advisory Service

Elective Home Education

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Education and Learning Service Elective Home education Service Manager <p>Linked Service Delivery Plan:</p> <ul style="list-style-type: none"> EHE Action Plan Protection and Court Quality Assurance 	<p>Outcome: Local Authority awareness of and response to children not placed in school</p> <ul style="list-style-type: none"> Monthly reporting of children in priority groups (CP / CIN / YOS) who are EHE and have been allocated % of EHE cohort visited Production of monthly report 	<p>Jul-20</p> <p>Mar-21</p> <p>Apr-20</p>	<p>% of cases allocated</p> <p>% of priority groups visited</p> <p>Monthly report to Service Lead to be produced</p>	<p>Schools; Children's Social Care; Youth Justice</p> <p>Schools; Children's Social Care; Youth Justice</p> <p>Schools; Children's Social Care; Youth Justice</p>

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Special Educational Needs and Disabilities

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Education and Learning Service Special Educational Needs and Disabilities Service Manager Clinical Commissioning Group <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> SEND Partnership Plan Children with Disabilities Quality Assurance 	<p>Planning and review of education provision (include resource units, special schools and post 16)</p> <ul style="list-style-type: none"> Present proposals to Cabinet requesting permission to consult Formal Consultation Final decision on proposals <p>Ensure systems for transition and preparation for adulthood are robust</p> <ul style="list-style-type: none"> Evidence of awareness raising in respect of the transition pathway/best practice guidance Improved pathway for young people transitioning from CAMHS Improved effectiveness of Transitions Operational Group (TOG); ensuring this identifies the needs of young people in out of city placements currently in Yr 10 and planning for their future support Development and implementation of Transition Audit tool to measure effectiveness of implementation and impact of the pathway/best practice guidance. 	<p>Jul-21 Jul-21 Jul-21</p> <p>Sep-20 Sep-20</p> <p>Mar-21 Mar-21</p>	<p>Implementation after final decision making</p> <p>Evidence of training , awareness raising and promotion of transitions pathway. Confirmation of service offer and pathway Parents will have options for young people with SEND beyond the age Of 16</p> <p>% of audits graded good or outstanding</p> <p>% of audits graded good or outstanding</p>	<p>SEND Partnership Board</p> <p>Jigsaw / Adults Services / CCG CAMHS</p> <p>Jigsaw / Adults Services / CCG</p> <p>Jigsaw / Adults Services / CCG</p>

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Children in Need of Help and Protection

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children’s Social Care Children in Need of Help and Protection Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment Protection and Court Looked after Children Missing Exploited Trafficked Children with Disabilities Children’s Resource Service Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>‘The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured.’</i></p> <p><i>‘Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress.’</i></p>	<p>Outcome: Prompt Pre-proceedings</p> <ul style="list-style-type: none"> Maintain PLO tracking system with Senior Mgt oversight Monitor level of children have pre proceedings starting within 15 WDs of date of decision to enter pre-proceedings Monitor level of Pre proceeding assessments completed within 16 weeks from the pre-proceeding meeting Dip Sampling examples of pre-proceedings letters Engage with judiciary and CAFCASS <p>Outcome: The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured</p> <ul style="list-style-type: none"> Monitor number of children becoming Looked After children Convene thematic audits for quality of work for cases stepping down Analyse gradings in Thematic Audits for Looked After Children <p>Outcome: Effective interventions with families.</p> <ul style="list-style-type: none"> Monitor level of staff engagement with Domestic Abuse; parental MH and / or parental substance misuse training . Analyse Gradings in Thematic Audits – (DA / SM / MH) 	<ul style="list-style-type: none"> Oct-21 Apr-21 Apr-21 Oct-21 Jul-20 Mar-21 May-21 May-21 Oct-20 Apr-21 	<ul style="list-style-type: none"> Evidence of each weekly legal planning meeting Monthly percentage Monthly review of percentage % of letters audited that evidence use of plain language Evidence of CLT approach to key stakeholders to brief on progress for court work. Total number of Looked after Children, reviewed on a monthly basis % of audits graded good or outstanding % of audits graded good or outstanding % of staff attending training % of audits graded good or outstanding 	<ul style="list-style-type: none"> Business Support Legal services; business support Legal services; business support QA Unit CAFCASS; Family Court Edge of Care; QA Unit QA Unit QA Unit Practice Development Team QA Unit

Children in Need of Help and Protection (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Children in Need of Help and Protection Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance Assessment Protection and Court Looked after Children Missing, Exploited Trafficked Children with Disabilities Children's Resource Service Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>'The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured.'</i></p> <p><i>'Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress.'</i></p>	<p>Outcome: Effective interventions with families.</p> <ul style="list-style-type: none"> Ensure practitioners receive briefings on 'Social Work Practice Management and Standards' Ensure staff have signed to agree understanding of the standards Undertake viability study for implementation of Signs of Safety Analyse gradings in Thematic Audit focussed on the Impact of Restorative Practice approaches upon casework. Provide evidence of engagement with Teams re Level 2 Training with Restorative Practice examples identified Monitor level of children who have a permanence placement plan by their 2nd review <p>Outcome: Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress</p> <ul style="list-style-type: none"> Monitor the level of children subject to CP Plan seen in the last 15 WD Monitor the level of children subject to CPP seen alone <p>Outcome: Children subject to CP Planning have Outcome focussed plans</p> <ul style="list-style-type: none"> Monitor the number of children subject to child protection planning Monitor core group performance - % convened in timescale Analyse outcomes of CPP management audits 	<ul style="list-style-type: none"> Mar-21 Mar-21 Oct-21 Oct-21 Oct-21 Jan-21 Jan-21 Jan-21 Jan-21 Oct-20 Oct-21 Jul-20 	<ul style="list-style-type: none"> % of staff attending briefings % signing to acknowledge receipt of standards Evidence of Signs of Safety viability study % of audits graded good or outstanding Case studies / exemplars of practice from training % of children who have a permanence plan by second review % of children subject to CPP seen within 15 WD % seen alone in the last 4 weeks Total number of children subject to CPP, reviewed on a monthly basis % of children subject to planning who have Core Groups held within timescale % of audits where decision making was assessed to be defensible 	<ul style="list-style-type: none"> PACT Service Manager /QA Unit PACT Service Manager / QA Unit Elia / CCM Project Team QA Unit Workforce Development Team Data Team / IRO Team Data Team Data Team QA Unit / Data Team Safeguarding Children Partnership / Data team QA Unit

Missing, Exploited, Trafficked

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Children's Resource Service Manager Missing, Exploited, Trafficked (MET) Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Missing, Exploited, Trafficked Protection and Court <p>Core Ofsted Recommendation</p> <p><i>'The quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.'</i></p>	<p>Outcome: Prompt response to missing children</p> <ul style="list-style-type: none"> Monitor the level of Return Home interviews that are held within 72 hours. Analyse the level of children who go missing being offered a RHI. <p>Outcome: Effective direct work</p> <ul style="list-style-type: none"> Evidence ways of partnership working that keeps children safe <p>Outcome: Vulnerable children are closely monitored</p> <ul style="list-style-type: none"> Evidencing that MET actions (tracker) are completed prior to closing referral <p>Outcome: Looked after Children accommodated outside of Southampton receive return home interviews.</p> <ul style="list-style-type: none"> Monitor number and % of missing LAC offered RHI. <p>Outcome: The quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured</p> <ul style="list-style-type: none"> Analyse quality of risk assessments in Thematic Audits 	<p>Oct-21</p> <p>Oct-21</p> <p>Jan-21</p> <p>Jul-20</p> <p>Jan-21</p> <p>April-21</p>	<p>% of RHI that are completed within 72 hours.</p> <p>% of children (viable) who go missing offered a RHI. % of (viable) missing episodes where RHI was offered</p> <p>Monthly MET Ops Panel to be convened</p> <p>Evidence of maintenance of MET tracker</p> <p>% of looked after children offered a return home interview. Where a RHI does not take place the reason will be recorded and the strategy to engage with the looked after children explored.</p> <p>% of audits graded good or outstanding</p>	<p>Hampshire Constabulary</p> <p>Hampshire Constabulary</p> <p>MET operational group</p> <p>MET operational group</p> <p>National Youth Advocacy Service</p> <p>Children's Social Care / QA Unit</p>

Children's Resource Service

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Children's Resource Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Assessment Protection and Court Quality Assurance <p>Core Ofsted Recommendation</p> <p><i>'The Quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measures'.</i></p>	<p>Outcome: Effective support to prevent deterioration of home circumstances</p> <ul style="list-style-type: none"> Monitor number of Edge of Care referrals Monitor level of cases showing significant improvement between start and latest 'goal-based scores' Monitor number of open EoC cases Monitor level of Edge of Care children that have remained with their family - Monthly data set <p>Outcome: Evidence of impact of specialist assessments and interventions with families</p> <ul style="list-style-type: none"> Analyse Specialist Assessment Team, Behavioural Resource Service and Family Drug and Alcohol Court case exemplars. <p>Outcome: The Quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measures.</p> <ul style="list-style-type: none"> Ensure that assessments and plans are of a good quality - Analysis of gradings in thematic audits 	<p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Mar-21</p> <p>Oct-20</p>	<p>Cumulative monthly total</p> <p>% of cases showing improvement from monthly data set</p> <p>Monthly total</p> <p>% of cases from monthly data set</p> <p>Service to provide case studies each quarter</p> <p>% of cases graded good or outstanding</p>	<p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Solent NHS Trust; CCG; Children's Social Care; Quality Assurance Unit</p> <p>Quality Assurance Unit</p>

Youth Justice

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service Youth Offending Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Youth Justice Improvement Plan Quality Assurance 	<p>Outcome: YOS will be appropriately resourced</p>			
	<ul style="list-style-type: none"> Recruit suitably qualified workers . 	Mar-20	Statutory partner contributions will be confirmed for the current year and appropriate staff recruited	Youth Justice Management Board
	<p>Outcome: Educational attainment of young people known to YOS will improve</p>			
	<ul style="list-style-type: none"> Improve ETE outcomes for children who offend. 	Sep-20	% of children known to YOS who are engaged in education, employment or training (EET)	ETE Strategic Leads at YJMB; Violent Reduction Co-ordinator; Targeted and Restorative Service Lead
	<p>Outcome: YOS premises are safe</p>			
	<ul style="list-style-type: none"> Youth Justice Management Board will receive report covering health and safety at Church View. Capital resource to be identified to achieve safe operation of building and/or identify alternative location 	Jan-21	Completion of report and confirmation of action plan to respond to findings.	Building Services
	<p>Outcome: YOS partnership governance will be effective</p>			
	<ul style="list-style-type: none"> The partnership will agree the Youth Justice Strategic Plan and ensure appropriate representation on the Board. 	Jan-21	Evidence of Board Members to provide agreed level of senior representation at YJMB and Board members providing direction and leadership to the YOS; ensuring compliance with statute and good governance arrangements.	Youth Justice Management Board
<p>Outcome: BAME over-representation will be understood and addressed</p>				
<ul style="list-style-type: none"> Understand and respond to level of BAME offending in relation to population 	Jan-21	% of BAME in Southampton and comparison with SN and highly performing services	Violence Reduction Unit	
<p>Outcome: Plans for young people will be effective</p>				
<ul style="list-style-type: none"> Improve quality of plans 	Oct-20	Evidence of service compliance with National Standards	QA Unit	
<p>Outcome: Out of Court assessments will be effective</p>				
<ul style="list-style-type: none"> Improve quality of FTE assessments 	Jan-21	Evidence of service compliance with National Standards FTE rate per 100,000 10 – 17 years..	Hampshire Constabulary/ Early Help Services	

Looked after Children

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children’s Social Care Looked After Children Service Manager Service Manager, Protection and Court <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Looked after Children Care Review Protection and Court Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>‘The quality of assessments and plans ensure that all children get the right help quickly and that it’s impact is clearly measured.’</i></p> <p><i>‘Children and YP are placed in suitable accommodation with discontinued use of Bed and Breakfast accommodation’.</i></p> <p><i>‘Better Management Advice for social workers on how to undertake effective work with children.’</i></p>	<p>Outcome: Children achieve permanence in a timely manner</p> <ul style="list-style-type: none"> Monitor number of Looked After children Monitor level of LAC children with a recorded permanence plan Monitor level of LAC (numbers) who have been matched and had permanence plan (LT Fostering) ratified at permanence panel <p>Outcome: The quality of assessments and plans ensure that all children get the right help quickly and that it’s impact is clearly measured</p> <ul style="list-style-type: none"> Monitor level of LAC with an authorised care plan Ensure effective and Child centred CIC review process - Analysis of IRO Alerts Monitor level of LAC Reviews scheduled in the month held within timescale Check quality of work for children ceasing to become looked after Ensure SMART and detailed individual Planning for each child / and siblings - <p>Outcome: Children and YP are placed in Suitable with discontinued use of Bed and Breakfast accommodation</p> <ul style="list-style-type: none"> Ensure that placement sufficiency strategy is reviewed and approved - Monitor level of Looked After Children placed >20 miles from LA Cease placement of Looked after Children Placed in emergency beds / B&B 	<p>Mar-21</p> <p>Apr-21</p> <p>Apr-21</p> <p>Oct-20</p> <p>Nov-20</p> <p>Oct-20</p> <p>Nov-20</p> <p>Apr-21</p> <p>May-20</p> <p>Jan-21</p> <p>Jul-20</p>	<p>Total number of Looked after Children, reviewed on a monthly basis</p> <p>% of children with permanence plan recorded on case management system</p> <p>% of looked after children matched and with permanence plan</p> <p>% of LAC with authorised care plan</p> <p>Compliance with local escalation policy</p> <p>% of reviews held within timescale</p> <p>% of audits graded good or outstanding</p> <p>% of audits graded good or outstanding</p> <p>Approval of sufficiency strategy. Number / percentage of children in own provision</p> <p>% of children placed > 20 miles from Southampton</p> <p>Number of children placed in Bed and Breakfast on a monthly basis</p>	<p>EoC; Data Team</p> <p>Business Support, IRO team</p> <p>Business Support; IRO team</p> <p>IRO Team; Business Support Operational Teams</p> <p>Data Team, IRO team</p> <p>LAC and PACT Service Managers / QA Unit</p> <p>QA unit</p> <p>Integrated Commissioning Unit; Fostering Service; Communications Team; HR; Finance</p> <p>Placements Team</p> <p>Corporate Parenting Committee Integrated Commissioning Unit; Housing</p>

Looked after Children (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Looked After Children Service Manager Service Manager, Protection and Court <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Looked after Children Care Leavers Protection and Court Quality Assurance <p>Core Ofsted Recommendations</p> <p><i>'The quality of assessments and plans ensure that all children get the right help quickly and that it's impact is clearly measured.'</i></p> <p><i>'Children and YP are placed in suitable accommodation with discontinued use of Bed and Breakfast accommodation.'</i></p> <p><i>'Better Management Advice for social workers on how to undertake effective work with children.'</i></p>	<p>Outcome: Children and YP are Involved and Participate in in decisions that affect them</p> <ul style="list-style-type: none"> Increase the level of children aware of why they are in care Appoint Life story lead and measure impact of their engagement with children Monitor the number of social workers attending Finding the Right Words training Provide evidence that the service listens and responds to the views of Children and YP through our work with them . Promote attendance of LAC and Careleavers at Children in Care Council and Corporate Parenting Board / Forums Monitor number of Children Using Mind of My Own <p>Outcome: Effective Partnership and collaborative working to meet the mental health needs of Children and YP</p> <ul style="list-style-type: none"> Embed a mental/emotional health worker within the Looked After Children and Care Leaver's Service Ensure Strengths and Difficulties Questionnaire Completion by key Stakeholders <p>Monitor level of LAC's Health Assessments completed to include Dental health, vaccinations</p> <p>Outcome; Better Management Advice for social workers on how to undertake effective work with children</p> <ul style="list-style-type: none"> Ensure regular reflective discussion on children's progress - Analysis of quality of Supervision <p>Outcome: Senior Leaders are appraised of looked after children's educational progress:</p> <ul style="list-style-type: none"> Report to Improvement Board by Virtual Head 	<ul style="list-style-type: none"> Oct-20 Apr-21 Oct-20 Oct-20 April-21 Jan-21 Mar-21 Mar-21 Apr-21 Jan-21 Nov-20 	<ul style="list-style-type: none"> % of children aware of why they are in care Recruitment into post. Agree process for Life story work completion % social workers in PACT and LAC attending training % of audits graded good or outstanding Ensure attendance is recorded, monitored and promoted. Numbers of children using Mind of My Own on a monthly basis Worker identified and embedded SDQ completion referenced in assessments and plans. % of health assessments completed % of audits referenced good or outstanding Attainment and attendance measures for looked after children's progress. 	<ul style="list-style-type: none"> Bright Spots HR Practice Development Team Operational Teams / QA Unit Operational Teams / Corporate Parenting Committee QA Unit; Participation Officer Behavioural Resource Service Data Team; LAC Health Leads LAC Health Leads QA Unit Virtual School

Care Leavers

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Care Leavers Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Looked after Children Quality Assurance <p>Core Ofsted Recommendation</p> <p>'Children and YP are placed in Suitable with discontinued use of Bed and Breakfast accommodation'</p>	<p>Outcome: Children and YP are placed in Suitable accommodation with discontinued use of Bed and Breakfast accommodation</p> <ul style="list-style-type: none"> Monitor level of Care Leavers in contact and in suitable accommodation Cease placement of Looked after Children Placed in emergency beds / B&B <p>Outcome: Care Leavers will benefit from Comprehensive and Effective risk management and pathway planning</p> <ul style="list-style-type: none"> Monitor level of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan Analyse gradings in Thematic Audits <p>Outcome: Better Education Training and Employment outcomes</p> <ul style="list-style-type: none"> Monitor level of Care leavers not in contact or NEET (either not in contact, or in contact and NEET) Monitor number of hits on LAC/Care Leavers website <p>Outcome: Better Health outcomes</p> <ul style="list-style-type: none"> Report on the number of care leavers with health passports 	<ul style="list-style-type: none"> Oct-20 Jul-20 Jul-20 Jan-21 Oct-20 April-21 Jul-20 	<ul style="list-style-type: none"> % of care leavers in suitable accommodation Number of children placed in Bed and Breakfast on a monthly basis % of care leavers with an authorised Pathway Plan. % audits graded good or outstanding % care leavers not in contact or NEET Apprenticeships advertised on website and hit rate % of care leavers with health passports at their 18th birthday 	<ul style="list-style-type: none"> Integrated Commissioning Unit; Housing Integrated Commissioning Unit; Housing Business Support QA Unit Education Service; Careers Service Education Service; Careers Service LAC Health Leads.

Fostering

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Fostering and Adoption Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Fostering Adoption Looked after Children Care Leavers Quality Assurance 	<p>Outcome: Children benefit from enhanced recruitment, provision and retention of Foster Carers</p> <ul style="list-style-type: none"> Monitor the level of placement stability meetings held. Monitor the number of placement breakdowns / disruptions / ceased. Provide evidence of social workers attending Fostering Panel Undertake Foster Carer Training Evaluation. Review of training programme quarterly <p>Outcome: Appropriate Private Fostering Arrangements are in place</p> <ul style="list-style-type: none"> Confirm number of foster carers who have attended Restorative Practice training Provide evidence of recruitment campaign having an impact on number of in-house carers Completion of Fostering Standards Audit Creation and ratification of Private Fostering Policy. Provide partnership numbers for attending Safeguarding / Private Fostering Training Provide evidence of effective recognition and progression of Safeguarding concerns <p>Outcome: Enough Sufficient Placements to meet diverse needs of children</p> <ul style="list-style-type: none"> Review foster carer recruitment strategy Provide Tier 4 fostering resource for older adolescents and report on number of placements offered 	<p>Apr-21</p> <p>Jan-21</p> <p>Jul-20</p> <p>Mar-21</p> <p>Jul-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Apr-21</p> <p>Jul-20</p> <p>Feb-21</p>	<p>Number of placement stability meetings on a monthly basis.</p> <p>Number of social workers attending on a monthly basis.</p> <p>Number of carers attending training on a quarterly basis Evidence of: foster carer training evaluation completed; Reviewed and updated training programme</p> <p>% of foster carers attending</p> <p>Number of in-house foster carers ; % in our own foster care</p> <p>Annual audit report to provide assurance on compliance</p> <p>Policy document agreed and 'go live'</p> <p>Evidence of training attendance at in house and partnership events.</p> <p>% of cases graded good or outstanding</p> <p>Strategy reviewed and 'go live' Number of placements active</p>	<p>Data Team</p> <p>Children's Social Care</p> <p>Foster Carer Network; Learning and Development</p> <p>Foster Carer Network; Learning and Development; QA Unit Corporate Parenting Committee</p> <p>Integrated Commissioning Unit; Fostering Service; Communications Team; HR; Finance</p> <p>QA Unit</p> <p>Safeguarding Partnership</p> <p>Safeguarding Partnership</p> <p>QA Unit</p> <p>Corporate Parenting Committee Finance; HR; Recruitment</p>

Adoption

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASURES	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Children's Social Care Fostering and Adoption Service Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Fostering Adoption Looked after Children Care Leavers Quality Assurance 	<p>Outcome: Adoption Arrangements managed by 'Adopt South'</p> <ul style="list-style-type: none"> Monitor level of adoptions Monitor time between entering care and placement for adoption Undertake Effective high quality Assessments <p>Outcome: Professional support is provided to adopters and adoptive families</p> <ul style="list-style-type: none"> Monitor level of adopters receiving Outline of support offer Collate monthly case studies from service and RAA. <p>Outcome: Help children to understand their birth families history, care experience and journey to adoption</p> <ul style="list-style-type: none"> Monitor number of outstanding life story books 	<p>Mar-21</p> <p>Mar-21</p> <p>Oct-21</p> <p>Apr-20</p> <p>Oct-20</p> <p>Apr-20</p>	<p>Number of adoptions reported on monthly basis.</p> <p>Number of days between entering care and adoption</p> <p>Service to provide case examples on a monthly basis. % of audits graded good or outstanding</p> <p>Numbers and % of adopters engaged</p> <p>Service to provide case examples on a monthly basis. % of audits graded good or outstanding</p> <p>Number of outstanding life story books on a monthly basis</p>	<p>Adopt South; Family Court</p> <p>Adopt South; Family Court</p> <p>Adopt South; QA Unit</p> <p>Adopt South</p> <p>Adopt South; QA Unit</p> <p>Adoption Service Manager</p>

Local Safeguarding Children’s Partnership

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children’s Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Workforce Awareness of key practice themes and effective practice response.</p> <ul style="list-style-type: none"> Analyse Practitioner survey feedback regarding Neglect Toolkit; Monitor number of practitioners attending Neglect Training Monitor the number of practitioners from Agencies attending Our Practice our Learning and LSCP training. Ensure regular focus on service response to case reviews Provide assurance against core practice themes (neglect; CSAFE) <p>Outcome: The Children and Learning Service can evidence traction against actions arising from serious case and child safeguarding practice review recommendations.</p> <ul style="list-style-type: none"> Quarterly report to Children's Improvement Board by Quality Assurance Unit Manager and Safeguarding Partnership Team Manager. 	<p>Nov- 20</p> <p>Jan-21</p> <p>Oct-20</p> <p>Sep-20</p> <p>Dec-20</p> <p>Nov-20</p>	<p>% of practitioners indicating)that they are aware of toolkit.</p> <p>Numbers attending training on a quarterly basis</p> <p>Six monthly training report showing courses attended; practitioner feedback; examples of impact on practice; number of agencies / practitioners attending</p> <p>Quarterly submission of report to Learning and Improvement Panel and key stakeholders (Cabinet Member)</p> <p>% of audits graded good or outstanding</p> <p>Quarterly report shows progress against recommendations and highlights barriers for the Board’s attention, so as to support resolution. Progress will be tracked through Board minutes.</p>	<p>Safeguarding Children Partnership</p> <p>Practice Development Team</p> <p>Safeguarding Children Partnership; Practice Development Team</p> <p>Meeting support</p> <p>Children's Social Care</p> <p>Safeguarding Children Partnership</p>

Local Safeguarding Children’s Partnership (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children’s Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Children and Learning Service to improve outcomes for children experiencing sexual abuse in the family environment, by responding to the recommendations of the Freddie SCR:</p> <ul style="list-style-type: none"> SCP to request information about the consistency of Chairs for Child Protection Conferences over the last 12 months and, where there has been inconsistency i.e. more than one Chair, seek assurance that the Plans for children subject to Child Protection Plans are fit for purpose and have pace. the SCP to seek assurance about the quality, effectiveness and compliance with Core Groups when children are subject Child Protection Plans and an update on actions taken to remedy the points raised in the March 2018 audit conducted by Children’s Services. The SCP to seek an update about progress on actions arising from the April 2018 audit conducted by Children’s Services which looked at cases of intra- familial child sexual abuse, and to examine blocks and barriers to effective multi agency work around the issue of child sexual abuse For Southampton Children’s Services to assure the Safeguarding Partnership that there is a robust system for seeking legal advice, sharing information, recording legal planning meetings and tracking outputs - all in a timely manner. This should include a process for monitoring any gatekeeping which may act as a barrier to gaining a legal perspective on a case where there may be threshold disagreements To increase the knowledge and confidence of front line practitioners, in particular social workers, school nurses and police in assessing and working with cases where child sexual abuse and exploitation may feature For the SCP to seek assurance from Southampton Children’s Services about the quality of management supervision and employee welfare, plus management scrutiny and oversight in Children’s Services for cases where child sexual abuse and exploitation are features 	<p>Dec-20</p> <p>Dec-20</p> <p>Oct-20</p> <p>Dec-20</p> <p>Dec-20</p> <p>Dec-20</p>	<p>Report to the Serious Incident and Learning (SILG) subgroup of the Safeguarding Children Partnership.</p> <p>Report to the Serious Incident and Learning (SILG) subgroup of the Safeguarding Children Partnership</p> <p>Update by Child Protection Advisor and QA Unit Manager.</p> <p>Safeguarding update to Safeguarding Children Partnership by Head of Service (CSC) and Senior Solicitor.</p> <p>Embedding of CSAFE training programme; evidenced by training completion figures and staff surveys.</p> <p>Supervision guidance launched; supervision training completion; % of cases graded good or outstanding</p>	<p>Safeguarding Children Partnership / Child Protection Advisor.</p> <p>Safeguarding Children Partnership / Child Protection Advisor.</p> <p>Child Protection Advisor.</p> <p>Head of Service (CSC)/ Senior Solicitor</p> <p>Safeguarding Children Partnership / Learning and Development / Communications Team.</p> <p>Leaning Development Team / Practice Development Team.</p>

Local Safeguarding Children’s Partnership (continued)

AREA	PRIORITIES	TARGET DATE	PERFORMANCE TARGET	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> Head of Service, Integrated and Specialist Service QA Unit Manager Safeguarding Children’s Partnership Team Manager <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> Quality Assurance SSCP Business Plan 	<p>Outcome: Children and Learning Service to improve outcomes for children experiencing sexual abuse in the family environment, by responding to the recommendations of the Freddie SCR:</p> <ul style="list-style-type: none"> For the SCP to seek assurance from Southampton Children's Services that the decision making process and practice around viability assessments is robust and that decisions and assessments are completed in a timely manner Robust assessment of children and their families who present with sexualised behaviour, make disclosures, or where IFCSA is suspected Quality Assurance framework to regularly audit and analyse assessment, supervision, decision making and recording for children at risk of sexual abuse Specialist assessments should be analysed within management oversight and inform assessments External escalation processes should be clear and followed All children being presented at an ICPC should have an allocated social worker within the PACT service prior to initial conference Family members to be considered within contingency plans The decision for the use or not of child sexual abuse medicals should be reflected in the decision making within the strategy discussion Confirm access to therapeutic resources for children who have experienced sexual abuse 	<p>Mar-21</p> <p>Oct-20</p> <p>Dec-20</p> <p>Mar-21</p> <p>Nov-20</p> <p>Nov-20</p> <p>Mar-21</p> <p>Dec-20</p> <p>Jan-21</p>	<p>Thematic audit; % of cases graded good or outstanding</p> <p>Expert consultancy support for social workers undertaking assessments.</p> <p>% audits graded good and outstanding; evidence of learning informing development of new case management system.</p> <p>Thematic audit; % audits graded good and outstanding.</p> <p>Inclusion of links to HIPS escalation process in all CPC and core group minutes.</p> <p>Allocation / participation of social workers in conferences to be highlighted in weekly CP Advisor reports</p> <p>Thematic audit; % of cases graded good or outstanding</p> <p>Thematic case audit with Designated Doctor; ; % of cases graded good or outstanding</p> <p>Local offer outlined in CSAFE strategic framework</p>	<p>Practice Development Team; Fostering Service</p> <p>Child Protection Advisor / CSAFE Consultant / Lucy Faithful Foundation / Centre for Expertise (Child Sexual Abuse)</p> <p>Practice Development Team / Client Case Management (CCM) Project Team</p> <p>Practice Development Team</p> <p>Business Support / Team Standards Co-ordinators</p> <p>Child Protection Advisor</p> <p>Head of Service (CSC) / Practice Development Team</p> <p>MASH, Assessment and EDT Service Manager, Designated Doctor - Safeguarding</p> <p>HoS / Children’s Resource Service / Child protection Advisor</p>

Improvement Plan 2020 - 21

Southampton Children and Learning Service

September 2020

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RAG at a Glance and Key



In the subsequent pages attention is focused on areas where 1. There has been progress against an action (there is evidence for this recorded) 2. There is lack of progress against an action, which places it at risk of falling out of timescale, or where the position has deteriorated.

Exception Report – Leadership and Stability

Key developments Service has responded to the Partners in Practice activity / the critical review of the improvement plan and associated documents. Appointment of new executive Director of Children and Families confirmed.	Key risks Management and leadership capacity to address critical improvement areas - notably recruitment and retention and service delivery planning – and a service culture that defaults to prioritising operational activity over practice improvement.
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
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Leadership and Stability <i>Grainne Siggins Phil Bullingham</i> Core Ofsted recommendation <i>Social Workers to build long term uninterrupted relationships with children so that their plans are progressed</i>			<ul style="list-style-type: none"> Reduce the number of sickness absence days per employee in rolling year Evidence scrutiny of monthly absence management report by Service Director and Senior Mgt Team evidenced in minutes of DMT Progress actions in R & R Action Plan Progress R and R activity in Service Delivery Plans Stabilise the number and % Turnover of SWs within Assessment, PACT and LAC Stabilise the number and % Turnover of overall staff Reduce the % of agency workers Progress Service Redesign Planning Reduce the number of allocated SW/Teams children have experienced from first point of contact Understand the social worker caseloads using Data Teams monthly Front line Caseload summary data report Stabilise the number and % turnover of Children's Services Service Managers Stabilise the number and % turnover of Children's Services, Senior Managers 	Oct-20 Apr-20 May-20 Jun-20 Oct-20 Oct-20 Jul-20 Apr-21 Apr-21 Jul-20 Oct-20 Oct-20	Progress: Managers are appraised of staff absence (<i>evidence – absence reports</i>). HoS understand caseloads (<i>evidence – weekly caseload and ASYE reports</i>) and understand reasons for staff leaving the service (<i>evidence – exit interview analysis</i>). Risks: Staff sickness has increased to 14.14 days (target 5 days). The service continues to experience challenges to achieving progress against the recruitment and retention action plan; with management capacity impacting upon service engagement in recruitment of staff. Areas of focus are assessment and PACT. There is a general theme around service managers updating their service delivery plans. Time is set on a monthly basis for them to update these, alongside performance commentary. However, response is not consistent. The data requirements in this section of the plan are being updated after the PiP activity; with a focus on assessment, PACT and LAC. Heads of Service are receiving weekly case loads. New Executive Director is scheduled to start on 7 th September. There needs to be clarity regarding HoS and service manager recruitment. Overall RAG rating has been downgraded to red due to staffing pressures and the impact upon case work in core social work areas (assessment, PACT, LAC).
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Exception Report – Quality Assurance Framework

Key developments
 Practice guidance has been drafted. Practice week and Principal Social Worker drop in's delivered virtually. Advanced practitioners allocated to core service areas; with support from seconded Ofsted inspector.

Key risks
 Management and practitioner capacity to engage in practice development opportunities – and a service culture that defaults to prioritising operational activity over practice improvement.

AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Quality Assurance</p> <p><i>Stuart Webb</i></p> <p>Core Ofsted recommendations</p> <p><i>Management provide advice for social workers on how to undertake direct work with children and regular reflective practice on their progress</i></p> <p><i>Assessment and Plans are of a high quality to children get the right help quickly and that its impact is clearly measured.</i></p>	Yellow	Red	<ul style="list-style-type: none"> <u>Phase 1</u> Audits to show consistently good quality supervision Audits to show consistently good quality direct work Embed Reflective Practice Consistency of Independent Reviewing Officer function Service compliance against audit programme Review of service self evaluation of practice Promotion of Research in Practice Make sure that panel framework is maintained and impact is evident <u>Phase 2</u> Make sure that data integrity is flagged as a priority within Client Case Management System implementation Fully implement model of practice 	<ul style="list-style-type: none"> Jul-20 Jul-20 Jun-20 Oct-20 Sep-20 Oct-20 Jul-20 May-20 Nov-20 Jul-21 	<p>Progress:</p> <p>Engagement with virtual reflective group sessions over the social distancing period has been good – <i>evidence 39 reflective group sessions run by the seconded Ofsted inspector, with 300 attendees.</i> This level of engagement needs to continue now that the QA unit are leading the sessions and there are also capacity issues.</p> <p>CCM data quality is a priority as part of the implementation plan – <i>evidence recorded discussion with data team.</i></p> <p>Activity against Model of Practice is showing traction – <i>evidence: RP guidance, Elia report; RP training commissioned; Partners in Practice minutes. There is a caveat that staff need to engage.</i></p> <p>Panel activity is on going - <i>evidenced through minutes – permanence, legal gateway, learning and improvement.</i></p> <p>Q1 Research in Practice take up is double that of Q1 2019, albeit from a low baseline.</p> <p>Risks:</p> <p>Supervision is graded as good or outstanding in 54% of audits in July. The new framework has been launched and management training is being rolled out. New thematic audit is required.</p> <p>Direct work is graded as good or outstanding in 49% of audits in July. The service needs to undertake a further thematic audit regarding direct work. New practice guidance has been drafted and is scheduled for review as part of PiP activity in August 2020. Restorative practice training is booked for Autumn 2020</p> <p>Management compliance against the audit schedule is inconsistent . A fixed term auditor is being recruited; but management participation remains essential and is a significant risk if not addressed.</p> <p>IRO caseloads remain high. However, authority has been given to recruit into a fixed term post.</p>

Exception Report – Early Help

Key developments
 Data suite has been agreed and managers are working to review Ofsted position statement. Service can evidence a stable level of children in the service overall and improved performance in respect of children with assessments.

Key risks
 Managers in the service need to focus consistently on the audit activity and the ‘good’ cases need to be moderated to provide full assurance.

AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
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Early Help
 Julian Watkins
 Page 62

Previous RAG: Green
 Current RAG: Green

- Retain focus on number of EH / Common / Targeted Assessments
- Increase % of children open with assessment / plans
- Increase % of locality team allocations in <10 days from referral to Early Help Hub
- Improve Gradings in Year of the Child 2020 Longitudinal Thematic Audit
- Increase % of rapid response new referrals seen within 5 days
- Audits to show consistently good quality direct work
- Analyse % of re-referrals into Early Help
- Analyse % cases stepped up

Oct-20
 Jul-20
 May-20
 Oct-20
 Jun-20
 May-20
 Oct-20
 Oct-20

Progress:
 Number of children open to service remains higher than baseline *Evidence: CHAT.*
 Target is met for % of open children with assessment. *Evidence: service data.*
 QA activity shows that quality of assessment was graded as good in 83% of cases in July 2020 *evidence: audit returns.*
 % of cases stepping up to social care (20%) has reduced, but is broadly in line with previous data – *evidence July 2020 CHAT data.*
Risks:
 % of children seen within 10 working days is 6% lower than target at 10 days at 84%.
 New data has been requested for rapid response and re-referrals.

Exception Report - MASH

<p>Key developments</p> <p>Performance regarding response to referrals and quality of decision making remains high. Partnership response during Covid is well regarded.</p>	<p>Key risks</p> <p>In order to get this area to good there needs to be time and resources put against the threshold review, partnership training and reflective discussions within the MASH.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
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<p>MASH</p> <p><i>Jacqui Schofield</i></p> <p>Core Ofsted Recommendation:</p> <p><i>Decision making in the MASH adheres to local guidance and children do not experience unnecessary statutory assessments</i></p>			<ul style="list-style-type: none"> • Monitor level of contacts received • Understand application of thresholds - P'ship Audits with multi agency networks • Ensure that referral thresholds are understood by partner agencies • Develop monthly learning circles between Assessment and MASH colleagues to check on decision making • Partner's MASH Navigator joint Training - Attendance at MASH Induction training for new MASH Navigators (Partners) • Ensure time from referral received / recorded to completion by MASH was 24 hours / 1 working day or less • Coordinate 6 monthly health checks of referral and decision making with partners • Monitor the number of contacts that become new referrals of Children In Need (CiN) • Monitor the rate of new referrals of Children in Need (CiN) per 10,000 (0-17 year olds) in past six months • Analyse the gradings in weekly MASH Management Audits • Produce cases studies to show impact of EDT response • Convene management audits to understand impact of LADO, • Convene independent audit of LADO function 	<p>Oct -20</p> <p>Aug -20</p> <p>Aug -20</p> <p>Sep -20</p> <p>Sep-20</p> <p>Oct-20</p> <p>May-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Jun-20</p> <p>Jun-20</p> <p>Oct-20</p> <p>Jan-21</p>	<p>Progress:</p> <p>Numbers of contacts have remained lower than baseline (although it should be noted that there has been an upward trend over the past quarter) – <i>Evidence: CHAT.</i></p> <p>Referrals are being addressed within 24 hours in 99% of cases – <i>Evidence: monthly scorecard.</i></p> <p>Because of Covid 19, rather than undertake 6 monthly health checks, the QA unit has audited regularly. Decision making has been assessed as accurate in the majority of cases – <i>Evidence: Covid audit reports.</i></p> <p>The emergency duty team have started providing monthly case studies - <i>evidence case study record.</i></p> <p>LADO management audits continue to provide assurance of decision making. An independent audit will be scheduled for January 2021 – <i>Evidence LADO audit notes.</i></p> <p>Risks:</p> <p>The following areas have been rated as red due to a delay in rolling the work out, with Covid having an impact:</p> <ul style="list-style-type: none"> • Implementation of learning circles • Review of threshold document • Partnership audits • MASH partner training
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Exception Report - Assessment

<p>Key developments</p> <p>The timeliness of single assessments is noteworthy and in the last assessment audit there were no inadequate audits; which is important in comparison to the service position in March / April 2020.</p>	<p>Key risks</p> <p>This service is clearly benefiting from consistent service manager oversight; but, the staff need to be in a place where workload supports their engagement in practice improvement work; to push casework into the 'consistently good' domain.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Assessment</p> <p><i>Jacqui Schofield</i></p> <p>Core Ofsted Recommendation:</p> <p><i>Good quality assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured.</i></p>			<ul style="list-style-type: none"> Monitor the number of Section 47 (S47) enquiries started Monitor % of Strategy Discussions held within 1 Working Day of the Referral outcome being progress to CP Strategy Discussion (MASH) Quarterly dip sampling of attendance at Strategy Discussions Analyse Gradings in Thematic Audits Monitor % of Single Assessments (SA) completed within 45 days Monitor % of children to be allocated within 48 hrs of referral Audit of Conference outcomes, reports and minutes (including problem resolution) Monitor number of appropriate children who engage with CP Champions 	<p>Oct-20</p> <p>Jun-20</p> <p>Jun-20</p> <p>Jul-20</p> <p>Apr-20</p> <p>Jun-20</p> <p>Jul-20</p> <p>Jul-20</p>	<p>Progress:</p> <p>Reducing trend for sec.47 enquiries – <i>evidence monthly performance scorecard.</i></p> <p>93% of single assessments were completed within 45 working days – <i>evidence monthly performance scorecard.</i></p> <p>Timeliness of strategy discussions is 6% off target (94%) and timeliness of allocation is 4.5% off target (95.6%). It is recommended that the service review these targets. <i>Evidence – monthly scorecard.</i></p> <p>The group involved in the monthly CP managers audit has been extended to include Heads of Service and PACT and Assessment Service Managers and provided assurance of CPP decision making in July 2020 – <i>Evidence – CPP Managers Audit report.</i></p> <p>Risks:</p> <p>Audit results are showing that we are not achieving our aspirations regarding the quality of work in respect of: children and young people’s voices being heard, the quality of assessment and planning and the use of risk assessment tools. There is a nominated QA Unit Advanced Practitioner who can work with the service manager and her management team; using reflective group supervision and team meetings to discuss practice development themes.</p> <p>Champion engagement with children has been affected by staff sickness; but is improving at 62%.</p>

Exception Report – Children with Disabilities

Key developments
 Review of Jigsaw Children with Disabilities Team Underway. Meeting arranged to discuss training for Children’s Social Care teams managing children who do not meet Jigsaw threshold.

Key risks
 Partners in Practice activity has flagged the need for the service to audit against CWD cohort to fully be assured of impact and quality of work. RAG rating amended to amber whilst this is undertaken.

AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Children with Disabilities</p> <p><i>Simon Dennison</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p>			<ul style="list-style-type: none"> Maintain the quality of assessments in the Jigsaw children with disabilities team and develop evidence bank of outstanding practice (Managers audits) Maintain the quality of assessments in the Jigsaw children with disabilities team and develop evidence bank of outstanding practice (Team to suggest cases for audit on monthly basis) 	<p>Jul-20</p> <p>Jul-20</p>	<p>Progress:</p> <p>QA activity has been undertaken regarding the Jigsaw and wider CWD cohort. However, PIP activity raised that the audit analysis needed to be more specific regarding practice impact for children. The QA Unit has undertaken this type of activity before with Jigsaw, providing two audit reports to the DCS in 2017 and 2018. <i>Evidence – audit analysis</i></p> <p>Risks:</p> <p>Management audit quality is flagged as red due to audit return (50% good or outstanding). A thematic audit will be scheduled in Autumn 2020 to review CWD cohort.</p>

Exception Report – Elective Home Education

<p>Key developments</p> <p>Service area continues to engage fully with improvement plan requirements</p>	<p>Key risks</p> <p>Impact of Covid 19 upon return to school / elective home education in September 2020 will need to be monitored.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Elective Home Education</p> <p><i>Bryn Roberts</i></p>			<ul style="list-style-type: none"> Monthly reporting of children in priority groups (CP / CIN / YOS) who are EHE and have been allocated % of EHE cohort visited Production of monthly report 	<p>Jul-20 Mar-21 Apr-20</p>	<p>Progress:</p> <p>EHE manager continues to provide monthly report that shows impact of intervention.</p> <p>Allocations of appropriate cases is 100% (actual % is 88.8%, but one case is EHCP, allocated in SEND). <i>Evidence – manager’s monthly report</i></p> <p>Risks:</p> <p>No red RAG – but visits for vulnerable children is at 55%. Manager has explained that outstanding visits are for one family of three children and this is an annual visit (so within timescale).</p>

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Exception Report – Special Educational Needs and Disabilities

Key developments Work has started with Service Manager and Executive Director of CCG to start the review of Southampton Self Evaluation. Terms of reference are available to share as required.	Key risks New SEND inspection framework is scheduled for implementation in 2021. Head of Service has requested presentation to senior management team
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
Special Educational Needs and Disabilities <i>Tammy Marks</i>			<p>Planning and review of education provision (include resource units, special schools and post 16)</p> <ul style="list-style-type: none"> • Present proposals to Cabinet requesting permission to consult • Formal Consultation • Final decision on proposals <p>Ensure systems for transition and preparation for adulthood are robust</p> <ul style="list-style-type: none"> • Evidence of awareness raising in respect of the transition pathway/best practice guidance • Improved pathway for young people transitioning from CAMHS • Improved effectiveness of Transitions Operational Group (TOG); ensuring this identifies the needs of young people in out of city placements currently in Yr 10 and planning for their future support • Development and implementation of Transition Audit tool to measure effectiveness of implementation and impact of the pathway/best practice guidance. 	<p>Jul-21 Jul-21 Jul-21</p> <p>Sep-20</p> <p>Sep-20 TBC 14/08/20</p> <p>TBC 14/08/20</p>	<p>Progress:</p> <p>Review of self evaluation has been scheduled and will include analysis of progress against SEND partnership plan. <i>Evidence – partnership plan.</i></p> <p>Audit activity has started. This was delayed due to Covid 19; but, SEND management group have agreed the audit ToR and used the management tool. <i>Evidence – audit ToR and completed audit.</i></p> <p>Risks:</p> <p>No red RAGS – but Covid has impacted upon progression of transition actions. However, a meeting is scheduled with CCG colleagues on 14th August 2020. New actions have been added regarding the effectiveness of the Transitions Operational Group (TOG) and the development of an audit tool.</p>

Exception Report – Children in Need of Help and Protection

Key developments

The meeting with Cafcass went ahead positively in July 2020. The service has a learning circle schedule and additional support has been confirmed through a nominated advanced practitioner in the QA Unit. The service is able to evidence ongoing positive feedback about Court work.

Key risks

PACT is the critical area for the service because of the implications for statutory work across CIN, CP and LAC domains. It has been particularly affected by social worker and manager turnover in the past two months and this is impacting upon case work and engagement in quality assurance and practice improvement activity.

AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Children in Need of Help and Protection</p> <p><i>Sarah Ward</i></p> <p>Core Ofsted Recommendations</p> <p><i>The quality of assessments and plans ensure that looked after children get the right help quickly and impact is clearly measured</i></p> <p><i>Management provide advice on how to undertake direct work with children and regular reflective discussions on their progress</i></p>			<ul style="list-style-type: none"> Maintain PLO tracking system with Senior Mgt oversight Monitor monthly % of children have pre proceedings starting within 15 WDS of date of decision to enter pre-proceedings Monitor % of Pre proceeding assessments completed within 16 weeks from the pre-proceeding meeting Dip Sampling examples of pre-proceedings letters Engage with judiciary and CAFCASS Monitor number of children becoming Looked After children Analyse gradings in Thematic Audits for Looked After Children Monitor % of staff attending Domestic Abuse Training (Consultation sessions with Karen Marsh; Practice Briefings Sessions held per month; MH and SM Training and Awareness) Analyse Gradings in Thematic Audits – (DA / SM / MH) Confirm number of Practitioners receiving Briefing on 'Social Work Practice Management and Standards' (% of staff attending 'Social Work Practice Mgt and Standards' Training) Confirm % of new staff entering the service have signed to agree understanding of the standards (to arrange briefings) Undertake viability study for implementation of Signs of Safety Analyse gradings in Thematic Audit focussed on the Impact of Restorative Practice approaches upon casework. Provide evidence of engagement with Teams re Level 2 Training with Restorative Practice examples identified Confirm % of Children have a permanence placement plan by their 2nd review Monitor % of children subject to CP Plan seen in the last 15 WD Monitor % of children subject to CPP seen alone Monitor the number of children subject to child protection planning Monitor core group performance - % convened in timescale Analyse gradings in CPP Audits 	<p>Apr-20</p> <p>Apr-20</p> <p>Apr-20</p> <p>Apr-20</p> <p>Jul-20</p> <p>Mar-21</p> <p>Jul-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Aug-20</p> <p>Aug-20</p> <p>Oct-21</p> <p>Oct-21</p> <p>Oct-21</p> <p>Apr-20</p> <p>Jul-20</p> <p>Apr-20</p> <p>Oct-20</p> <p>Apr-20</p> <p>Jul-20</p>	<p>Progress:</p> <p>The service has convened a further meeting to review letters to parents on 25/09/20. Evidence – review of letters to parents; MOTAS minutes. The meeting with Cafcass took place and are being arranged quarterly to continue the joint focus on Court outcomes for children. Evidence – meeting minutes.</p> <p>Risks:</p> <p>Data shows an increase in children subject to child protection plans and LAC in the past month. The service is not meeting the 90% target for children seen within 15 working days (75%) or child seen alone (26%). Evidence: scorecard / CHAT</p> <p>Audit results are showing that we are not achieving our aspirations regarding the quality of work in respect of: assessment and planning; effective interventions in respect of the trigger trio; management supervision and oversight. A thematic audit is required in respect of the impact of restorative practice; post training and release of the practice guidance. Thematic work will also focus on the 'step down' cohort.</p> <p>The QA unit have reviewed the risk assessment framework and produced guidance around the use of Child Safety Agreement. DA training has been affected by Covid 19 – but, a practice briefing has been put together and a meeting has been arranged to discuss consultation sessions with the IDVA manager. The ICU have confirmed that they will not be able to support substance misuse and parental mental health training. The service will look to commission this if a local solution cannot be identified. Practice standards need to be reviewed before re-circulation.</p>

Exception Report – Missing, Exploited, Trafficked

<p>Key developments</p> <p>Work underway to check the local MET operational / strategic arrangements that sit below the HIPS activity. SSCP manager involved and attending MET operational group, with report to SSCP.</p>	<p>Key risks</p> <p>Partners in Practice activity has flagged the need for the service to audit against MET cohort to fully be assured of impact and quality of work. RAG rating amended to amber whilst this is undertaken.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Missing, Exploited, Trafficked (MET)</p> <p><i>Simon Dennison</i></p> <p>Core Ofsted Recommendation</p> <p><i>The quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measured</i></p>			<ul style="list-style-type: none"> • Monitor the % of Return Home interviews that are held within 72 hours. • Analyse the % of children who go missing being offered a RHI • Evidence ways of partnership working that keeps children safe (audit) • Evidencing that MET actions (tracker) are completed prior to closing referral • Monitor number and % of missing LAC offered RHI. • Analyse quality of risk assessments in Thematic Audits 	<p>Apr-20</p> <p>Apr-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Oct-20</p>	<p>Progress:</p> <p>MET manager has confirmed maintenance of tracker.; <i>evidence - tracker</i> Operational group ongoing <i>evidence – minutes.</i></p> <p>Risks:</p> <p>Service is not compliant with RHI within 72 hours (statutory guidance) this has been raised with HIPS and local SSCP.</p> <p>As a result if PiP activity, a thematic audit will be scheduled in Autumn 2020 to review MET cohort. Updated MET performance data requested from the service.</p> <p>Service needs to provide most recent data. Overall RAG rating amended to amber, pending data submission and thematic audit.</p>

Exception Report – Children’s Resource Service

Key developments There has been no significant change in performance since the last report.	Key risks Partners in Practice activity has flagged the need for the service to audit against CRS cohort to fully be assured of impact and quality of work. RAG rating amended to amber whilst this is undertaken.
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
Children’s Resource Service <i>Simon Dennison</i> Core Ofsted Recommendation <i>The Quality of assessments and plans to ensure that all children get the right help quickly and that its impact is clearly measures</i>			<ul style="list-style-type: none"> • Monitor number of Edge of Care referrals (cumulative from go-live date 08/01/2018) - Monthly data set • Monitor percentage of cases showing significant improvement between start and latest 'goal-based scores' - Monthly data set • Monitor number of open EoC cases (including cases awaiting allocation) as at period end (moved from below) - Monthly data set • Monitor percentage of Edge of Care children that have remained with their family - Monthly data set • Provide SAT / BRS / FDAC practice exemplars - Case studies • Ensure that assessments and plans are of a good quality - Analysis of gradings in thematic audits 	Dec-20 Dec-20 Dec-20 Dec-20 Apr-20 Oct-20	Progress: No significant change to EoC referral numbers; improvement in goal-based scores (EoC). Small reduction in open EoC cases and children remaining with their family. But performance remains within target. <i>Evidence – monthly scorecard</i> Risks: No red RAGs – however, a thematic audit will be scheduled in Autumn 2020 to review CRS cohort; alongside the development of service exemplars..

Exception Report – Youth Justice

Key developments
Progress achieved against YOS governance and BAME review

Key risks
YOS premises have been deemed as unusable as part of Covid 19 review. In addition, experienced YOS manager is due to start secondment to HMIP in November.

AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>YOS</p> <p><i>Jon Gardner</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 71</p>			<ul style="list-style-type: none"> Recruit suitably qualified workers . Improve ETE outcomes for children who offend. Youth Justice Management Board will receive report covering health and safety at Church View. Capital resource to be identified to achieve safe operation of building and/or identify alternative location Ensure effective YOS governance Understand and respond to level of BAME offending in relation to population Improve quality of plans Improve quality of FTE assessments 	<p>Mar-20</p> <p>Sep-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Oct-20</p> <p>Jul-20</p>	<p>Progress:</p> <p>The YOS Manager has updated that the Youth Justice Management Board have progressed governance arrangements and that plans are in place to engage with the Education Service. <i>Evidence – YOS manager’s report.</i></p> <p>The Violence Reduction Unit have started work to review BAME over-representation in the local youth justice system. <i>Evidence – YOS manager’s report.</i></p> <p>Risks:</p> <p>The YOS manager has articulated that Education Service support is required to drive forward the improvement plan in that area.</p> <p>Church View has been assessed as unusable, which is impacting upon where staff can see high risk children.</p> <p>Covid-19 has also delayed the YOS improvement activity. However, an audit is now scheduled in October 2020.</p> <p>The City does not currently have a diversion strategy and is not compliant with National Standards.</p>

Exception Report – Looked after Children

Key developments Social workers and their managers have reviewed all the cases to identify where they believe there are potential permanence opportunities that with further intervention and/or resources, may result in children being able to safely exit from care – reducing the numbers of children in our care in so doing	Key risks Capacity issues impact upon staff engaging in improvement activity. Service Manager and Service Lead met on 14th July to agree service needs and write the business case to seek the necessary funding that will enable us to progress to recruitment.
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
Looked after Children <i>Mary Hardy</i> Core Ofsted Recommendations <i>The quality of assessments and plans ensure that all children get the right help quickly and that it's impact is clearly measured</i> <i>Children and YP are placed in suitable accommodation with discontinued use of Bed and Breakfast accommodation</i> <i>Better Management Advice for social workers on how to undertake effective work with children</i>			<ul style="list-style-type: none"> • Monitor number of Looked After children • Monitor % of LAC children with a permanence plan recorded on PARIS (Updated by MS as preferred measure) • Monitor % of LAC (numbers)who have been matched and had permanence plan (LT Fostering) ratified at permanence panel • Monitor percentage of LAC with an authorised care plan • Ensure effective and Child centred CIC review process - Analysis of IRO Alerts • Monitor % of CIC Reviews scheduled in the month held within timescale • Ensure SMART and detailed individual Planning for each child / and siblings - Analysis of quality of Plans in Thematic Audits • Ensure that placement sufficiency strategy is reviewed and approved - Child Led resource matching • Monitor % of Looked After Children placed >20 miles from LA • Monitor % of Looked after Children Placed in emergency beds / B&B • Increase the % of children aware of my they are in care • Appoint Life story lead (when in post) to develop process for measuring – • Monitor the number of social workers attending Finding the Right Words training - % of SWs in PACT and LAC received Life Story Work Training • Listen and respond to the views of Children and YP through our work with them - Analysis of Gradings in Thematic Audits (to schedule thematic audits) • Record attendance of LAC and Careleavers at Children in Care Council and Corporate Parenting Board / Forums • Monitor number of Children Using Mind of My Own • Embed a mental/emotional health worker within the Looked After Children and Care Leaver's Service • Ensure Strengths and Difficulties Questionnaire Completion by key Stakeholders • Monitor % of LAC's Health Assessments completed to include Dental health, vaccinations • Ensure regular reflective discussion on children's progress - Analysis of quality of Supervision (Gradings in Thematic Audits) 	Mar-21 Jul-20 Apr-20 Oct-20 May-20 Oct-20 Jul-20 Jul-20 May-20 Jul-20 Oct-20 Oct-20 Apr-20 Oct-20 Oct-20 Oct-20 Jul-20 Jul-20 Jul-20	Progress: 95% of children have an authorised care plan – evidence monthly scorecard. Bed and breakfast accommodation has not been used in the past month – <i>Evidence – monthly scorecard.</i> Language that cares is becoming more evident in file recording – <i>evidence audit returns.</i> Risks: Numbers of looked after children have increased. It is recommended that the target of 420 is reviewed and incremental targets are considered. Permanence outcomes for children remain lower than target. In house foster carers has increased by 1 (165). 48% of children in own provision. It is recommended that the timeframe for this element of the plan is reviewed. There is not currently an identified lead for life story work and virtual training needs to be arranged for staff. Mind of My Own use by staff across the service is low. Audit results show that the quality of supervision and oversight still needs to improve. A nominated QA Advanced Practitioner is beginning to work with the service around practice themes.

Exception Report – Care Leavers

Key developments The service can evidence consistent support to care leavers by PA's. Accommodation provision is under 2% from target and health passport roll out is progressing. Emergency accommodation policy is being reviewed.	Key risks Education, Training and Employment is the critical area for care leavers that would prevent a good outcome in a further inspection. A lead needs to be identified to ensure traction against the Corporate Parenting Committee task and finish activity.
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
Care Leavers <i>Mary Hardy</i> Core Ofsted Recommendation <i>Children and YP placed in Suitable with discontinued use of Bed and Breakfast accommodation</i>			<ul style="list-style-type: none"> • Monitor percentage of Care Leavers in contact and in suitable accommodation • Monitor use of Bed and Breakfast • Monitor percentage of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan • Analyse gradings in Thematic Audits • Monitor % Care leavers not in contact or NEET (either not in contact, or in contact and NEET) • Monitor number of hits on LAC/Care Leavers website • Report on the number of care leavers with health passports 	Oct-20 Jul-20 Jul-20 Jul-20 Apr-20 Jul-20 Jul-20	Progress: Bed and Breakfast has not been used in the last month – <i>evidence: monthly scorecard.</i> Authorised care plans is 96%, a small % (2%) lower than target – <i>evidence: monthly scorecard.</i> Care Leavers receiving their health passports is an improving picture (91% in July) – <i>evidence: health data.</i> Risks: Care leavers accommodation suitability is 8% lower than target. There is not a senior leader identified for the ETE task and finish group and the apprenticeship offer is not adequate. There is a real risk that EET progression will impact upon the overall rating for care leavers when we are inspected. 55% of returned audits are rated good or outstanding (year to date). The service needs to identify good practice examples that can be included in the audit activity for verification.

Exception Report - Fostering

<p>Key developments</p> <p>Core service documents (annual report, strategy) have been presented to Corporate Parenting Committee and agreed. Statutory return has been submitted.</p>	<p>Key risks</p> <p>Covid 19 has impacted upon foster carer recruitment strategy, which was already a priority area of focus. The service needs to be able to articulate that it understands placement stability and unplanned ending trends and issues for its children.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Fostering</p> <p><i>Martin Smith</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 74</p>			<ul style="list-style-type: none"> • Monitor the number of placement stability meetings held. • Monitor the number of placement breakdowns / disruptions / ceased • Provide evidence of SWs attending Fostering Panel • Undertake Foster Carer Training Evaluation. Review of training programme quarterly - how many courses offered and Take up. • Confirm number of foster carers who have attended Restorative Practice training • Provide evidence of recruitment campaign having an impact on number of in-house carers • Creation and ratification of Private Fostering Policy. • Provide partnership numbers for attending Safeguarding / Private Fostering Training • Provide evidence of effective recognition and progression of Safeguarding concerns - Managers audit; number of PF cases • Review foster carer recruitment strategy • Provide Tier 4 fostering resource for older adolescents and report on number of placements offered 	<p>Apr-20</p> <p>Apr-20</p> <p>Apr-20</p> <p>Jul-20</p> <p>Mar-21</p> <p>Jul-20</p> <p>Jan-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Jul-20</p> <p>May-20</p>	<p>Progress:</p> <p>Fostering Recruitment Strategy has been approved by Corporate Parenting Committee. <i>Evidence: Strategy Document; Committee Minutes.</i> Private Fostering Policy has been approved <i>evidence: policy document.</i> The QA unit will undertake a thematic audit on the PF cohort once the new auditor is in place.</p> <p>Risks:</p> <p>The service is still not able to analyse its stability and unplanned endings performance. This presents a risk as Ofsted will ask us for this information; but, more immediately, it means that we may not fully understand the experiences of those children or what we may need to do differently in our work with internal carers and IFAs.</p> <p>50% of social workers attended fostering panel in July 2020.</p> <p>There has been a delay in recruiting specialist foster carers due to Covid.</p>

Exception Report - Adoption

<p>Key developments</p> <p>Life story work continues to progress. Service continues to provide examples of positive impact.</p>	<p>Key risks</p> <p>Covid 19 has impacted upon number of adoptions. RAG rating of this PI amended to amber as a result. Overall rating retained as green but situation will require close monitoring</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Adoption</p> <p><i>Martin Smith</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 75</p>			<ul style="list-style-type: none"> • Monitor number of adoptions • Monitor time between entering care and placement for adoption • Undertake Effective high quality Assessments - % of examples audited have good quality assessment • Monitor % and number of adopters receiving Outline of support offer • Collate monthly case studies from service and RAA. • Confirm No of outstanding life story books 	<p>Mar-21 Mar-21 Apr-20</p> <p>Apr-20 Apr-20 Apr-20</p>	<p>Progress:</p> <p>Life story completion performance continues to be positive. <i>Evidence: service data.</i></p> <p>Timeliness of adoption processes has reduced so that we are sitting on the target (402 days) – this is likely to be due to Covid impact. <i>Evidence: CHAT.</i></p> <p>Risks:</p> <p>No red RAGs – however, number of adoptions regraded to amber due to Covid impact. This has an impact upon the individual children and also service costs due to extended periods in care.</p> <p>Audit of assessment quality will be discussed with Adopt South, with feedback to Improvement Board.</p>

Exception Report - LSCP

<p>Key developments</p> <p>Annual report scheduled for presentation to the Partnership in September 2020</p>	<p>Key risks</p> <p>Partners in Practice activity has flagged the need for the service to audit against key practice themes to fully be assured of impact and quality of work. RAG rating amended to amber whilst this is undertaken.</p>
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AREA	Previous RAG	Current RAG	PRIORITIES	Target Date	ANALYSIS (Progress/Risks)
<p>Local Safeguarding Children's Partnership</p> <p><i>Julian Watkins</i></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p>			<ul style="list-style-type: none"> Analyse Practitioner feedback regarding Neglect Toolkit; Confirm number of practitioners attending Neglect Training Produce 6 monthly training report on Number of practitioners from Agencies attending Our Practice our Learning and LSCP training Produce quarterly report on service response to SCRs Undertake audit / learning activity against core practice themes (neglect; CSAFE) 	<p>July 20</p> <p>July-20</p> <p>Sep-20</p> <p>Sep-20</p> <p>Dec-20</p>	<p>Progress:</p> <p>HIPS are undertaking a review of all neglect tools and resources and then there will be promotion to staff.</p> <p>Serious case review briefing has been updated and is with HoS for review.</p> <p>CSAFE strategic framework is with HoS for review and approval.</p> <p>Risks:</p> <p>Neglect practitioners survey has been relaunched after Covid-19 delay.</p> <p>CSAFE learning event has been arranged for end-August 2020. Thematic audits will be arranged when the new auditor starts in the QA audit.</p>

Agenda Item 8

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	CHILDREN AND FAMILIES - PERFORMANCE
DATE OF DECISION:	1 OCTOBER 2020
REPORT OF:	DIRECTOR – LEGAL AND BUSINESS OPERATIONS

<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	Mike.harris@southampton.gov.uk	
Author:	Title	Scrutiny Manager	
	Name:	Mark Pirnie	Tel: 023 8083 3886
	E-mail	Mark.pirnie@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
None	
BRIEF SUMMARY	
Attached as Appendix 1 and Appendix 2 are the key data sets for Children and Families up to the end of August 2020. At the meeting the Cabinet Member and senior managers from Children and Families will be providing the Panel with an overview of performance across the division since July 2020.	
RECOMMENDATIONS:	
(i)	That the Panel consider and challenge the performance of Children and Family Services in Southampton
REASONS FOR REPORT RECOMMENDATIONS	
1.	To enable effective scrutiny of children and family services in Southampton.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None.
DETAIL (Including consultation carried out)	
3.	To enable the Panel to undertake their role effectively members will be provided with appropriate performance information on a monthly basis and an explanation of the measures.
4.	Performance information up to 31 August 2020 is attached in Appendix 1 and Appendix 2, and an overview of performance is attached as Appendix 3. An explanation of the significant variations in performance will be provided at the meeting.
5.	The Cabinet Member for Children and Learning, and representatives from the Children and Families Senior Management Team, have been invited to attend the meeting to provide the performance overview.
RESOURCE IMPLICATIONS	

<u>Capital/Revenue/Property/Other</u>	
6.	<p>None directly as a result of this report. However, the performance overview, attached as Appendix 3, identifies that some aspects of positive performance exist due to non-budgeted posts, notably the timeliness of assessment which is a critical performance indicator.</p> <p>The high numbers of looked after children do create budgetary pressures on the service. This needs a systemic response to support caseload reduction and therefore greater capacity to work to reduce risk in the community, to avoid the need for children to become looked after.</p>
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None
POLICY FRAMEWORK IMPLICATIONS	
10.	<p>The Corporate Plan 2020 sets out the following regarding the wellbeing of children in the city:</p> <p>“Working with partners to deliver the ambitions set out in the five-year Health and Wellbeing Strategy, this area looks at wellbeing across the city, with a focus on adults and children’s social care, education and public health. We work closely with partners to help safeguard vulnerable people across the city. We are focused on delivering strong customer experience across the Adults and Children & Families services. We want Southampton to be a city that is recognised for its proactive approach to preventing problems and intervening early, as well being a ‘Child Friendly City’ where children and young people have great opportunities and an aspiration to achieve. We want our residents to have the information and support they need to lead safe, active, healthy lives and to be able to live independently for longer.”</p>

KEY DECISION?	No
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WARDS/COMMUNITIES AFFECTED:	None
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SUPPORTING DOCUMENTATION

Appendices	
1.	Children and Families Monthly Dataset – August 2020
2.	Early Help Dataset – August 2020
3.	Performance overview
4.	Glossary of terms

Documents In Members’ Rooms	
1.	None

Equality Impact Assessment		
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.		No
Data Protection Impact Assessment		
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out.		No
Other Background Documents		
Other Background documents available for inspection at:		
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)	
1.	None	

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Qualitative measures:			Key to direction of travel:			
Positive	Similar	Negative	Increase 10% or more	Similar	Decrease 10% or more	
			↑	→	↓	

Benchmarking		
(Updated Mar-19, using 18-19 data)		

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
M1	Number of contacts received (includes contacts that become referrals)	tbc	Jacqui Schofield	<i>There is an effective 'front door' with which anyone with a concern about a child can engage and receive appropriate advice, support and action.</i>	1129	1198	1147	1172	1403	1493	1343	↓ -10%	↑ 20%		1288	1493	Local	Local	Local				The number of Contacts in August has fallen slightly compared with last month, although this remains high as schools are closed.
M2	Number of new referrals of Children In Need (CiN)	tbc	Jacqui Schofield	<i>Referrals for children in need of help and support are accepted appropriately by the service.</i>	318	300	286	270	342	388	263	↓ -32%	↓ -24%		342	427	399	357	460				The high numbers of Contacts have not increased the numbers of referrals. MASH report a high number of PPN1 reports from Police during August which have not met threshold for statutory or Early Help services.
M3	Percentage of all contacts that become new referrals of Children In Need (CiN)	tbc	Jacqui Schofield	<i>Children and families receive the help they need at the right time, and from the best possible resource - in line with the established continuum of need.</i>	28%	25%	25%	23%	24%	26%	20%	↓ -25%	↓ -36%		27%	35%	Local	Local	Local				As above the conversion rate from Contact to referral is low with a high number of Police reports that do not meet the threshold for a service which could account for this figure.
M2-NI	Number of new referrals of Children in Need (CiN) rate per 10,000 (0-17 year olds)	tbc	Jacqui Schofield	<i>Referrals for children in need of help and support are comparable with other local authorities like Southampton.</i>	63	59	56	53	67	76	52	↓ -32%	↓ -42%		70	110	Local	Local	Local				This decrease is consistent with the lower level of Contacts converted to referrals.
M8-QL	Percentage of referrals dealt with by MASH where time from referral received / recorded to completion by MASH was 24 hours / 1 working day or less	tbc	Jacqui Schofield	<i>The safety of children is supported by referrals being dealt with in a timely manner.</i>	99%	98%	98%	99%	99%	98%	99%	→ 1%	↑ 10%	▲	97%	99%	Local	Local	Local				MASH performance in the 1 working day compliance remains consistently high, achieving 99% compliance for the month of August.
M5-QL (val)	Number of referrals which are re-referrals within one year of a closure assessment	tbc	Sarah Ward	<i>The service is effective in helping children and families address their issues, and where there is a re-referral, the issues are understood.</i>	12	17	10	25	17	15	19	↑ 27%	↑ 138%	▼	16	25	Local	Local	Local				This is an area which does need monitoring and I would like a closer look at such cases to review the reasons for referral and whether these are new issues, professional disagreement or anxiety, closure process not being followed correctly/inappropriate closure.
M6-QL	Percentage of referrals which are re-referrals within one year of a closure assessment	tbc	Sarah Ward	<i>The service is effective in helping children and families address their issues, and where there is a re-referral, the issues are understood.</i>	4%	6%	3%	9%	5%	4%	7%	↑ 75%	↑ 250%	▼	5%	9%	25%	23%	25%				As above
M4	Number of new referrals of children aged 13+ where child sexual exploitation (CSE) was a factor	tbc	Simon Demison	<i>The needs and safety of children at risk of child sexual exploitation are responded to effectively.</i>	1	5	1	3	4	7	7	→ 0%	↑ 250%		4	7	Local	Local	Local				This indicator is weak as showing new children referrals to service where CSE is ticked - the CERAF and subsequent monthly multi-agency risk assessing (High Risk) is a better indicator of number of children identified at risk of sexual exploitation.
M5	Number of children receiving Early Help services who are stepped up for Children In Need (CiN) assessment	tbc	Sean Holthehouse	<i>The needs and safety of children at risk of child sexual exploitation are responded to effectively.</i>	22	2	1	10	1	13	4	↓ -69%	↓ -50%		8	22	Local	Local	Local				C-19 impact has resulted in increased hidden harm risks such as DV. All L3/UPP cases have been reviewed & RAG rated & MASH referrals made when necessary. The Early Help Hub Rapid Response Team continue to work with new referred high end early help cases preventing escalation into Social Care. Identified 'vulnerable pupils' within the EH cohort are also reviewed regularly with EWS & schools to share risk information. The number of CSC 'step up' cases in August is lower than average with 4 recorded.
EHZ	Number of Children In Need (CiN) at end of period (all open cases, excluding EHPs, EHAs, CPP and LAC)	tbc	Sarah Ward	<i>Children in need of help and support receive a consistent and effective service.</i>	1379	1334	1292	1311	1313	1313	1232	→ -6%	↓ -34%	▼	1,412	1,798	Local	Local	Local				The PACT teams have been working hard to progress work flow with cases including closure of cases, transfer of cases and step down of cases. As caseloads reduce this allows more time to appropriately progress and close cases. Cases have been impacted by covid for example some delay in court hearings, anxiety about cases closing during lockdown.

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Agenda Item 8
Appendix 1

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
EH5-QL	Number of children open to the authority who have been missing at any point in the period (count of children)	fbc	Simon Demison	The needs and safety of children who have been missing are responded to robustly.	71	82	50	64	57	83	59	↓ -29%	→ 5%	▼	67	83	Local	Local	Local				Numbers of children reported missing during Covid Lockdown (April-June20) were approx 25% down on previous year - July and August back on track with 2019 numbers - all children offered return interview average 88% completion and High Exploitation Risk - good multi-agency oversight.
EH3	Number of Single Assessments (SA) completed	fbc	Jacqui Schofield	Children receive a comprehensive assessment of their needs; with strengths and areas of risk identified to inform evidence-based planning.	325	342	259	247	265	326	248	↓ -24%	↓ -42%		352	549	318	353	447				The number of single assessment completed in August has reduced by 24%. This figure may be due to less activity in the rest of the service.
EH3a%	Percentage of Single Assessments (SA) completed within 10 days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	10%	10%	13%	14%	6%	12%	4%	↓ -62%	↓ -54%	▲	9%	14%	19%	15%	17%				The number of single assessments completed in 10 days is currently at 4%. This may be due to the complexity of work that is being referred into children's social care.
EH3b%	Percentage of Single Assessments (SA) completed within 11-25 days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	39%	41%	43%	49%	44%	40%	32%	↓ -20%	↑ 100%	▲	33%	49%	Local	Local	Local				The number of single assessments completed in 25 days in August is 32%. This does not necessarily indicate anything of concern.
EH3c%	Percentage of Single Assessments (SA) completed within 26-35 days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	21%	24%	15%	11%	20%	18%	28%	↑ 56%	↑ 175%	▲	17%	28%	Local	Local	Local				The number of single assessments completed between 26 and 35 days has risen to 28% which is likely to be due to the lower numbers above.
EH3d%	Percentage of Single Assessments (SA) completed within 36-45 days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	12%	12%	8%	13%	15%	23%	24%	→ 7%	→ 8%	▲	15%	24%	Local	Local	Local				The number of single assessments completed in August in 36-45 days is consistent with July. This does not necessarily indicate anything of concern.
EH3e%	Percentage of Single Assessments (SA) completed over 45 days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	18%	12%	21%	14%	15%	7%	11%	↑ 54%	↓ -74%	▼	26%	56%	20%	17%	18%				The number of single assessments completed over 45 days in August has risen to 11%, but remains lower than statistical neighbours, England and the South East Region.
EH4 (val)	Number of Single Assessments (SA) completed in 45 working days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	266	300	204	213	225	303	221	↓ -27%	↓ -12%	▲	248	303	243	285	360				The number of assessments completed within 45 working days has decreased slightly on the month of July.
EH4-QL	Percentage of Single Assessments (SA) completed in 45 working days	fbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	82%	88%	79%	86%	85%	93%	89%	→ -4%	↑ 53%	▲	74%	93%	76%	81%	81%				The percentage of assessments completed within 45 days continues to be higher than statistical neighbours, England and the South East and currently sits at 89%.
CP1	Number of Section 47 (S47) enquiries started	fbc	Jacqui Schofield	Where there are concerns about a child's safety, there is a robust assessment of risk.	118	125	104	112	138	121	81	↓ -33%	↓ -20%		114	171	121	110	148				The number of section 47 enquiries which commenced during August has decreased which is in line with a decrease of referrals into the service.
CP1-NI	Rate of Section 47 (S47) enquiries started per 10,000 children aged 0-17	fbc	Jacqui Schofield	Safeguarding investigations undertaken by the service are at a level that is comparable with other local authorities like Southampton.	23	25	20	22	27	24	16	↓ -33%	↓ -20%		22	34	19	14	14				The rate of section 47 enquiries per 10,000 has decreased and is less than statistical neighbours.
CP6B	Number of children with a Child Protection Plan (CPP) at the end of the month, excluding temporary registrations	fbc	Stuart Webb	Child Protection Plans are in place for children where it has been assessed that multi-agency intervention is required to keep them safe.	441	417	399	418	407	426	415	→ -3%	→ -9%		439	490	388	439	527				There has been a small reduction in the number and rate of children subject to CPP; however, Southampton remains an outlier. A further fixed term chair has been appointed to manage demand - with the impact of schools returning in September needing to be monitored robustly. The CP Advisor continues to provide regular reports to senior management outlining practice issues / trends. Achieving stability in the PACT service will be critical in supporting case progression in the longer term.
CP6B-NI	Rate of children with Child Protection Plan (CPP) per 10,000 (0-17 year olds) at end of period	fbc	Stuart Webb	The number of children who require Child Protection Plans is at a level that is comparable with other local authorities like Southampton.	87	82	78	82	80	84	82	→ -2%	→ -9%		86	96	48	44	41				There has been a small reduction in the number and rate of children subject to CPP; however, Southampton remains an outlier. A further fixed term chair has been appointed to manage demand - with the impact of schools returning in September needing to be monitored robustly. The CP Advisor continues to provide regular reports to senior management outlining practice issues / trends. Achieving stability in the PACT service will be critical in supporting case progression in the longer term.

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
CP2	Number of children subject to Initial Child Protection Conferences (ICPCs), excluding transfer-Ins and temporary registrations	Phil Bullingham	Stuart Webb	Where it has been assessed that multi-agency intervention is required to keep a child safe, the case is progressed to Initial Child Protection Conference.	23	47	27	52	36	72	22	↓ -69%	↓ -73%		40	77	38	42	51				There has been a decrease in ICPCs in August; attributed to the holiday period. Wherever possible, conferences are scheduled during term time to facilitate the attendance of partners. A comparison with Aug 19 is not useful as this was a peak month during the 2019 increase in safeguarding activity. It is anticipated that the number and rate of ICPCs will increase in September.
CP2-NI	Rate per 10,000 Initial Child Protection Conferences (ICPCs)	Phil Bullingham	Stuart Webb	The rate of Initial Child Protection Conferences is at a level that is comparable with other local authorities like Southampton.	5	9	5	11	7	14	5	↓ -68%	↓ -72%		8	16	6	5	5				There has been a decrease in ICPCs in August; attributed to the holiday period. Wherever possible, conferences are scheduled during term time to facilitate the attendance of partners. A comparison with Aug 19 is not useful as this was a peak month during the 2019 increase in safeguarding activity. It is anticipated that the number and rate of ICPCs will increase in September.
CP4 (val)	Number of Initial Child Protection Conferences (ICPCs) resulting in a Child Protection Plan (CPP) (based on count of children)	Phil Bullingham	Stuart Webb	Decisions made at Child Protection Conferences will result in appropriate, evidence-based plans for children that respond to, and meet their level of risk and need.	18	43	25	50	35	58	17	↓ -71%	↓ -71%		35	66	32	36	44				There has been a further reduction in the number and % of children converting from conference to plan. This has been a trend for 3 months and Southampton is now lower than national, regional and SN averages. If the trend continues the service will use its CP managers audits to explore decision making in the assessment service and outcomes at conference.
CP4	Percentage of Initial Child Protection Conferences (ICPCs) resulting in a Child Protection Plan (CPP) (based on count of children)	Phil Bullingham	Stuart Webb	Decisions made at Child Protection Conferences will result in appropriate, evidence-based plans for children that respond to, and meet their level of risk and need.	78%	91%	93%	96%	97%	81%	77%	→ -4%	→ 6%	▲	87%	97%	86%	86%	84%				There has been a further reduction in the number and % of children converting from conference to plan. This has been a trend for 3 months and Southampton is now lower than national, regional and SN averages. If the trend continues the service will use its CP managers audits to explore decision making in the assessment service and outcomes at conference.
CP2b	Number of transfer-ins	Phil Bullingham	Stuart Webb	Children moving into Southampton receive a good standard of service and protection.	1	0	0	3	0	0	1	- n/a	→ 0%		2	5	Local	Local	Local				There was one transfer in during August 2020. The QA unit manager checks on compliance with locally agreed processes in all these cases.
CP2b %	Percentage of transfer-ins where child became subject to a CP Plan during period	Phil Bullingham	Stuart Webb	Children moving into Southampton receive a good standard of service and protection.	100%	-	-	100%	-	-	0%	- n/a	↓ -100%		58%	100%	Local	Local	Local				There was one transfer in during August 2020. The QA unit manager checks on compliance with locally agreed processes in all these cases.
CP3-QL (val)	Number of children subject to Initial Child Protection Conferences (ICPCs) which were held within timescales (excludes transfer-ins)	Phil Bullingham	Stuart Webb	Child Protection planning is timely, ensuring that the risks to children are discussed and responded to expediently.	14	28	18	47	34	50	16	↓ -68%	↓ -58%	▲	27	53	33	33	40				There has been a small improvement in timeliness; in the context of a smaller cohort of ICPCs. The CP advisor's regular reports provide senior management with detail regarding conference timeliness. The appointment of the additional chair, outlined last month, has progressed.
CP3-QL	Percentage of Initial Child Protection Conferences (ICPCs) held within timescales (based on count of children)	Phil Bullingham	Stuart Webb	Child Protection planning is timely, ensuring that the risks to children are discussed and responded to expediently.	61%	60%	67%	90%	94%	69%	73%	→ 5%	↑ 55%	▲	63%	94%	84%	79%	77%				There has been a small improvement in timeliness; in the context of a smaller cohort of ICPCs. The CP advisor's regular reports provide senior management with detail regarding conference timeliness. The appointment of the additional chair, outlined last month, has progressed.
CP8-QL	Percentage of children subject to a Child Protection Plan seen in the last 15 working days.	Phil Bullingham	Sarah Ward	The service is in regular contact with children subject to Child Protection planning to ensure that there is ongoing assessment of risk and opportunities to intervene effectively.	81%	64%	40%	72%	75%	75%	85%	↑ 13%	↑ 27%	▲	72%	85%	Local	Local	Local				As always the recording of these visits is impacted by high caseloads and at times the stats are not reflective of the number of visits taking place. Visits are also impacted by families being away/on holiday/illness and poor engagement for example. However, as caseloads are reducing the recording of this work in a timely manner should improve.
CP5-QL (val)	Number of new Child Protection Plans (CPP) where child had previously been subject of a CPP at any time (repeat)	Phil Bullingham	Stuart Webb	The service is effective in managing the risks experienced by children and within families and where there is re-referral the issues are understood.	4	13	4	13	5	5	2	↓ -60%	↓ -87%	▼	7	20	7	8	9				Two children (one family) had previously been subject to planning in 2018 under the same category (Emotional Abuse).

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):	
CPS-QL	Percentage of new Child Protection Plans (CPP) where child had previously been subject of a CPP at any time (repeat)	Phil Bullingham	Stuart Webb	The service is effective in managing the risks experienced by children and within families and where there is re-referral the issues are understood.	22%	28%	16%	24%	14%	9%	12%	↑ 36%	↓ -52%	▼	18%	33%	22%	21%	21%				Two children (one family) had previously been subject to planning in 2018 under the same category (Emotional Abuse).	
CP9	Number of children subject to Review Child Protection Conferences (RCPCs) in the month	Phil Bullingham	Stuart Webb	Where children are subject to Child Protection planning, their cases are reviewed regularly to identify progress and any barriers.	107	133	71	72	135	101	73	↓ -28%	↑ 38%	▼	110	136	Local	Local	Local				There has been a reduction in review conferences; attributed to seasonal factors (holiday period). This is also seen in August 2019. Numbers are expected to increase in September.	
CP7	Number of ceasing Child Protection Plans (CPP), excluding temporary registrations	tbc	Stuart Webb	Where it is assessed that risks to a child have reduced there is a review of risk and the case is stepped down effectively.	41	63	25	34	48	38	25	↓ -34%	→ 9%	▲	40	63	34	37	47				There has been a reducing trend for three months. The CP Advisor's reports to senior managers outline the reasons why cases do not progress. Achieving stability in the PACT service will be critical in supporting case progression in the longer term.	
LAC1	Number of Looked after Children at end of period	tbc	Mary Hardy	Where it is assessed that there is no safe alternative, the local authority will take children into its care for their welfare and protection.	485	490	487	488	488	512	493	→ -4%	→ -4%	▼	497	516	496	514	541	515	495	420		
LAC1-NI	Looked after Children rate per 10,000	tbc	Mary Hardy	The level of children in care is at a level that is comparable with other local authorities like Southampton.	95	96	96	96	96	101	97	→ -4%	→ -4%	▼	98	102	86	65	53					
LAC2	Number of new Looked after Children (episodes)	tbc	Mary Hardy	Where children meet the threshold and there are no alternatives, they will be safe and have their welfare needs addressed through accommodation by the local authority.	10	17	7	7	10	29	9	↓ -69%	↓ -10%	▼	13	29	16	17	19					
LAC3	Number of ceasing Looked after Children (episodes)	tbc	Mary Hardy	Children will leave care in a planned way with clear networks of support around them.	21	9	6	6	9	6	24	↑ 300%	↑ 118%	▲	13	24	15	16	18					
LAC6 (vii)	Number of adoptions (E11, E12)	tbc	Martin Smith	Children who are being adopted will receive timely and effective support.	4	2	0	0	2	0	4	- n/a	→ 0%	▲	2	4	2	2	3	50				There has been a marked increase in orders being granted as the court begins to hear adoption applications and address the backlog of applications lodged since the commencement of the pandemic. There are still a number of applications waiting to be heard. Children are not exiting care in a timely manner leading to an impact on their permanence journey and on staffing/financial resources in order to maintain these children in care.
LAC6 (%)	Percentage of adoptions (E11, E12)	tbc	Martin Smith	Children who are being adopted will receive timely and effective support.	19%	22%	0%	0%	22%	0%	17%	- n/a	↓ -54%		15%	50%	15%	12%	18%				17% of children leaving care this month was as a result of adoption orders being granted. This is similar to the 12 month average, prior to the impact of the pandemic. The 12 month average has reduced significantly as a result of the low numbers over the last three months. Noted impact of the pandemic.	
LAC7 (vii)	Number of Special Guardianship Orders (SGOs) (E43, E44)	tbc	Martin Smith	Children subject to Special Guardianship Orders will receive timely and effective support.	3	2	0	0	1	0	6	- n/a	- n/a		2	6	Local	Local	Local				There has been a marked increase in orders being granted as the court begins to hear applications and address the backlog of applications lodged since the commencement of the pandemic. There are still a number of applications waiting to be heard. Children are not exiting care in a timely manner leading to an impact on their permanence journey and on staffing/financial resources in order to maintain these children in care.	

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
LAC12 (%)	Percentage of Special Guardianship Orders (SGOs) (E43, E44)	Tbc	Mareth Smith	Children subject to Special Guardianship Orders will receive timely and effective support.	14%	22%	0%	0%	11%	0%	25%	- n/a	- n/a		12%	25%	33%	13%	12%				25% of children leaving care this month was as a result of orders being granted. This above the 12 month average, prior to the impact of the pandemic. The 12 month average has reduced significantly as a result of the low numbers over the last three months. Noted impact of the pandemic.
LAC7-QL	Percentage of Looked after Children visited within timescales	Tbc	Mary Hardy	The service is in regular contact with Looked after Children to ensure that there is ongoing assessment of risk and opportunities to intervene effectively.	74%	66%	50%	39%	78%	75%	73%	→ -3%	→ -9%	▲	70%	82%	Local	Local	Local				
LAC10 (%)	Percentage of Looked after Children with an authorised CLA plan	Tbc	Mary Hardy	Children have good quality care plans, to which they have contributed, and which meet their needs.	94%	93%	95%	96%	96%	95%	96%	→ 1%	→ 1%	▲	95%	96%	Local	Local	Local				
LAC10-QL	Number of Looked after Children with an authorised CLA Plan	Tbc	Mary Hardy	Children have good quality care plans, to which they have contributed, and which meet their needs.	454	457	461	469	467	487	473	→ -3%	→ -3%	▲	471	487	Local	Local	Local				
LAC13	Number of current Unaccompanied Asylum Seeking Children (UASC) Looked after at end of period	Tbc	Mary Hardy	Unaccompanied Asylum Seeking Children are identified and supported by the local authority.	15	15	13	12	12	11	11	→ 0%	↓ -21%		13	15	31	33	51				
LAC14	Number of new unaccompanied Asylum Seeking Children (UASC)	Tbc	Mary Hardy	Unaccompanied Asylum Seeking Children are identified and supported by the local authority.	1	0	0	0	0	0	0	- n/a	- n/a		0	2	Local	Local	Local				
LAC11-QL	Number of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	Tbc	Mary Hardy	Care Leavers have a good quality Pathway Plans, to which they have contributed, and which meets their needs.	158	157	161	166	171	174	171	→ -2%	→ 2%	▲	164	174	Local	Local	Local				
LAC11-QL (%)	Percentage of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	Tbc	Mary Hardy	Care Leavers have a good quality Pathway Plans, to which they have contributed, and which meets their needs.	93%	92%	95%	96%	96%	96%	94%	→ -2%	→ -4%	▲	95%	97%	Local	Local	Local				
NI147	Percentage of Care Leavers in contact and in suitable accommodation	Tbc	Mary Hardy	Care Leavers are in accommodation that is safe and secure.	83%	84%	81%	83%	86%	86%	84%	→ -3%	→ 1%	▲	82%	86%	81%	85%	84%	92.0%	93.0%	94%	
LAC9 (wa)	Number of Looked after Children (LAC) placed with IFAs at end of period	Tbc	Mareth Smith	Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.	146	146	144	143	139	140	142	→ 1%	→ -7%	▼	147	157	Local	Local	Local	112	TBC	TBC	There has been a small increase in the use of independent fostering agencies (IFA) linked with the increase in admission into care. However there is an overall reducing trend in the use of IFAs. The total number continues to be high - reflecting the need to identify external placements due to availability of in house placements (both with regards to numbers and skills/specialism).

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from Jul-20	% change from Aug-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
LAC9	Percentage of IFA placements (of all looked after children)	bbc	Martin Smith	<i>Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.</i>	30%	30%	30%	29%	28%	27%	29%	→ 5%	→ -4%	▼	30%	31%	Local	Local	Local				As above LAC9. Research undertaken by The South East Sector Led Improvement Programme (SESLIP) identified that this percentage is consistent with other local authorities across the South East - our use of in house fosters carers is at 60% and IFA 40% of foster placement.
LAC16	Number of in-house foster carers at the end of period	bbc	Martin Smith	<i>Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.</i>	168	168	166	165	164	165	161	→ -2%	→ -5%	▲	166	172	Local	Local	Local	190	190	200	The number of in house mainstream foster carers has seen a decline as the backlog of recording panel activity is being addressed. The recruitment strategy for 2020-23 has been drafted and endorsed by CLT. Enquires remain consistent at the high teens, but our loss of foster carers is not keeping pace with the gains. Our 6 monthly review of closures/resignations is due to take place and will help us understand reasons for resignations and identify retention issues.

Qualitative measures:			Key to direction of travel:			
Positive	Similar	Negative	Increase 10% or more	Similar	Decrease 10% or more	
			↑	→	↓	

Benchmarking
(Updated Mar-19, using 17-18 data)

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	% change from prev. period	% change from same period prev. yr	DoT	12-mnth avg	12-mnth max.	%?	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Aug-20):
EH1a	Number of Early Help Assessment (EHA) started in the month	Sharon Hawkins	Sean Holehouse	Children and families benefit from an early help offer that is rooted in a good understanding of their needs.	122	113	79	79	96	139	132	→ -5%	→ 5%		116	205	--	-	-	-				Numbers of new referrals have stabilised following initial drop during 'lockdown' and are 5% higher than the same period last year (NB. EH Hub commenced in mid June 2019). Anticipation that EH Hub referrals from schools will increase by October half term. An interim Team (using 5 existing Snr FSW staff) delivering shorter interventions (8 weeks) with ~30 families with child behaviour presenting need to avoid 'waiting lists' forming for families due to increased summer referrals. An Early Help Dashboard is being developed to track the Early Help Pathway so that referral rate, hub decision and service/team destination for EHA's started within the current receiving x3 locality EH, EH Hub Rapid Response, Family Partnership & Inclusion & Diversions teams. Dashboard is now scheduled to go live from September due to delays caused by COVID-19.
EH1c	Number of Early Help Assessment (EHA) completed in the month INCLUDING adults aged 21+	Sharon Hawkins	Sean Holehouse	Assessments are completed for adult family members where a need for support is identified.	224	280	182	182	258	278	263	→ -5%	↑ 13%		230	322	--	-	-	-	288	336	TBC	See above
EH1b	Number of Early Help Plans (EHPs) opened in the month (includes EHPs completed, and those still open at end of period)	Sharon Hawkins	Sean Holehouse	Children and families benefit from early help plans that meet their presenting needs.	184	205	219	219	233	339	280	↓ -17%	↑ 56%		222	339	--	-	-	-				The rate of opened EHP's has reduced more (17%) month on month than number of new EHA's opened and this is due to the <30 day EHA standard, plus the measure also includes those EHP's still open at the end of the month. Teams continue to focus on timely case closures to support families self reliance and case throughput. EH locality case holding (Snr FSW) service capacity is 100% (Central 83% / West 120% / East 98%). Total families open to locality Snr FSW's is 351 (725 children) - Central 90 / West 131 / East 130 (excluding L2/UP Sure Start & Housing targeted work identified as meeting TF criteria & tracked within the FM cohort).
EH14b	Number of Early Help Assessment (EHA) completed, EXCLUDING adults aged 21+	Sharon Hawkins	Sean Holehouse	Assessments are completed for a children where a need for early help support is identified..	166	190	122	122	192	186	177	→ -5%	↑ 10%		164	229	--	-	-	-				Summer project cases (~30 families) to be reviewed at the end of September by a special Resources Panel to decide on assessment / plan progression & agree 'step down' planning to U/UP with schools using VCSE partners (e.g. Safe Families contract) to support TAF 'back to school' transition next term. For those cases where complexity & risk factors not sufficiently reduced, cases will proceed to full EHA & longer term EHP as BAU. Early Help Assessments are undertaken holistically with a child 'lived experience' focus and within the Locality EH teams are mandated to use the Outcome Star tool with individual children (age appropriate) to support engagement and strength based practice.
CIN5	Number of all Children in Need (CiN) (including Child Protection (CP) / Looked after Children (LAC) / Care Leavers	Sharon Hawkins	Stuart Webb	Children and families receive support safely, at the right threshold and in a timely manner; supported by the interface between Early Help and Social Care.	2437	2367	2345	2345	2339	2363	2256	→ -5%	↓ -23%		2489	2874	--	-	-	-				
LSCB17a	Percentage of 16-17 year olds NEET or whose activity is not known	Denise Edghill	Debbie Blythe	Young people benefit from an effective work to engage them in education, training and employment.					tbc	tbc	tbc	- n/a	- n/a	▼	6.8%	6.8%	--	-	-	-				

YO2	Number of first time entrants to the Youth Justice System per 100,000 10-17 year olds in period	Denise Edghill	Debbie Blythe	Young people are appropriately diverted from entry into the criminal justice system through the local diversion / prevention offer.					tbc	tbc	tbc	-	n/a	-	n/a	▼	-	0	-	417	327	256			
FM011	Families attached per quarter	Sharon Hawkins	Sean Holehouse	Families benefit from a robust local Troubled Families offer. (Families Matter)					tbc	tbc	tbc	-	n/a	-	n/a	▲	90	90	--	-	-	-			The targets for 2020/21 have been revised to account for the Coronavirus Public Health Emergency. Our attachment target is 223 families to be worked with (discreet target for 2020/21). The revised attachment target has been achieved in QTR 1 through existing attachments over and above the previous target (2775 above 2230). Approximately 20 additional families need to be attached per month to realise the PbR target based upon a 40% conversion rate.
FM012	Payment per result (PBR) claims attached per quarter	Sharon Hawkins	Sean Holehouse	Family engagement in the Families Matter programme translates into PBR, for further investment into the programme.					tbc	tbc	tbc	-	n/a	-	n/a	▲	153	153	--	-	-	-			36 successfully worked with families (PbR certified claims) for QTR 1. This is a reduction on last year's quarterly average of ~100 with evidence of C-19 impacted regression on families FM outcomes (DV, worklessness, school attendance). The targets for 2020/21 have been revised to account for the Coronavirus Public Health Emergency & an adaptation made on school attendance made for QTR 2. Staff continue to work with any family requiring support. The new target of 371 PBR, assuming a 40% conversion rate, would require an attached cohort of around 928 families. We are current tracking 769 families, which means a further minimum attachment of 159 attachments is required - 20 per month (or around 5 per week) between now and December 2020, to allow tracking of outcomes and claims to be submitted by March 2021. Additional attachments can be made by reintroducing wider Children's Services activity back into the cohort (coding issues to be addressed), introducing Solent public health ECHO activity (FM data sharing agreement recently approved), and improving the quality of recording of cases on PARIS to meet the required standard for attachment.

Performance Overview – Children and Families August 2020 Dataset

Positive Areas

1. Percentage of referrals dealt with by MASH where time from referral received / recorded to completion by MASH was 24 hours / 1 working day or less

99% of referrals in August, and 97% of referrals have been dealt with within 24 hours for the past 12 months. This is despite the pandemic, and MASH managers have remained a constant presence in the office throughout. This shows rigour by the team and managers in ensuring that decisions for vulnerable children are made in a timely way. We have audited MASH decision making throughout the Covid period and assurance has been provided in all but a small minority of cases (which the management team have addressed promptly and appropriately). Meeting set in October 2020 with safeguarding partners to discuss multi-agency audit which will include quality of referrals.

2. Percentage of Single Assessments (SA) completed in 45 working days

89% of Single Assessments were completed in August within 45 working days, and 76% over the past 12 months. We are demonstrating a solid positive trend now, and our statistical neighbour average is 76% and regional and national averages are 81%. The service knows that the *quality of assessment* still needs to improve to be consistently good, however this is a strong base to build on. It is to be noted that there are additional staff in the assessment service area and that this is having a positive impact on performance.

3. Percentage of Looked after Children with an authorised care plan

96% of Care Experienced Children had an authorised care plan in August. This is at 95% for the past 12 months, again showing a good performance trend. The service knows that at times the *quality of planning* needs to be a focus. Timely completion however is a good foundation for our children, and we can build on this as we improve the quality of the planning in relation to their permanency journeys.

Areas for Development

1. Rate of children with Child Protection Plans (CPP) per 10,000 (0-17 year olds) at end of period

Southampton is unfortunately an outlier at 82 per 10,000 (SN average is 48; national is 44; regional is 41). The pandemic has to some extent impacted because professional networks are more cautious in respect of children's safety and this affects the number of new cases coming in and the number of children stepping down from planning. However, this does not account for this

metric alone. A review into thresholds for Child Protection Conferences and outcomes will be scheduled over the next 6 months.

Temporary additional staffing support has been secured for the Child Protection Conference Team to manage the increased demand of increased review conferences.

Workforce stability in the core social work teams, reduced caseloads, and partner confidence in practice (now in the context of Covid-19) will be critical factors in safely managing a downward trend from this point forward.

A stable staff group with lower caseloads where plans can be effectively driven is entirely key to reducing risks to children and this is a service priority.

2. Percentage of Initial Child Protection Conferences (ICPCs) held within timescales (based on count of children)

Timeliness of ICPCs in Southampton was 73% in August 2020 with an average timeliness of 63% over the past 12 months (SN 84%, NA 79%, REG 77%). Our analysis shows that stability and caseloads in the core social work teams are the most significant issue in conferences progressing on time. A weekly live data report shows pending cases and the Child Protection Advisor also reports weekly on case / practice issues. A review of timeliness will be undertaken to fully understand the delays.

3. Looked after Children rate per 10,000

The Looked after children rate per 10,000 in Southampton remains an area of concern, when compared to statistical neighbours. It is notable that there was an increase of children entering care in July, although there has been a steady reduction again since this spike. Currently, there are 488 children who are in our care. Statistical neighbours are at a rate of 86 per 10,000, and whilst we levelled back to 97 per 10,000 in August, this statistic continues to demonstrate the pressure that the core services are under with the current caseloads, as they try to focus on intensive work to prevent family breakdown. As caseloads reduce it is probable that there will be further reductions in the numbers of children and young people who enter care, or those who are able to be safely rehabilitated home to their parents having had to enter care. We will be introducing an entry into care panel to ensure this is the right decision for the child.

CHILDREN AND FAMILIES GLOSSARY

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Abuse

Abuse is the act of violation of an individual's human or civil rights. Any or all types of abuse may be perpetrated as the result of deliberate intent, negligence or ignorance. Different types of abuse include: Physical abuse, Neglect/acts of omission, Financial/material abuse, Psychological abuse, Sexual abuse, Institutional abuse, Discriminatory abuse, or any combination of these.

Advocacy

Advocacy helps to safeguard children and young people, and protect them from harm and neglect. It is about speaking up for children and young people and ensuring their views and wishes are heard and acted upon by decision-makers. LAs have a duty under The Children Act to ensure that advocacy services are provided for children, young people and care leavers making or intending to make a complaint. It should also cover representations which are not complaints. Independent Reviewing Officers (IRO) should also provide a child/young person with information about advocacy services and offer help in obtaining an advocate.

Agency Decision Maker

The Agency Decision Maker (ADM) is the person within a fostering service and an adoption agency who makes decisions on the basis of recommendations made by the Fostering Panel (in relation to a fostering service) and the Adoption Panel (in relation to an adoption agency). The Agency Decision Maker will take account of the Panel's recommendation before proceeding to make a decision. The Agency Decision Maker can choose to make a different decision.

The National Minimum Standards for Fostering 2011 provide that the Agency Decision Maker for a fostering service should be a senior person within the fostering service, who is a social worker with at least 3 years post-qualifying experience in childcare social work and has knowledge of childcare law and practice (Standard 23).

The National Minimum Standards for Adoption 2011 provide that the Agency Decision Maker for an adoption agency should be a senior person within the adoption agency, who is a social worker with at least 3 years post-qualifying experience in childcare social work and has knowledge of permanency planning for children, adoption and childcare law and practice. Where the adoption agency provides an inter country adoption service, the Agency Decision Maker should also have specialist knowledge of this area of law and practice. When determining the disclosure of Protected Information about adults, the Agency Decision Maker should also understand the legislation surrounding access to and disclosure of information and the impact of reunion on all parties (Standard 23).

Assessment

Assessments are undertaken to determine the needs of individual children; what services to provide and action to take. They may be carried out:

- To gather important information about a child and family;
- To analyse their needs and/or the nature and level of any risk and harm being suffered by the child;
- To decide whether the child is a Child in Need (Section 17) and/or is suffering or likely to suffer Significant Harm (Section 47); and
- To provide support to address those needs to improve the child's outcomes to make them safe.

With effect from 15 April 2013, Working Together 2013 removes the requirement for separate **Initial Assessments** and **Core Assessments**. One Assessment – often called Single Assessment - may be undertaken instead.

CAFCASS

Children and Family Court Advisory and Support Service (CAFCASS) is the Government agency responsible for Reporting Officers, Children's Guardians and other Court officers appointed by the Court in Court Proceedings involving children. Also appoints an officer to witness when a parent wishes to consent to a child's placement for adoption.

Care Order

A Care Order can be made in Care Proceedings brought under section 31 of the Children Act if the Threshold Criteria are met. The Order grants Parental Responsibility for the child to the local authority specified in the Order, to be shared with the parents.

A **Care Order** lasts until the child is 18 unless discharged earlier. An **Adoption Order** automatically discharges the Care Order. A **Placement Order** automatically suspends the Care Order, but it will be reinstated if the Placement Order is subsequently revoked.

All children who are the subject of a Care Order come within the definition of Looked After and have to have a Care Plan. When making a Care Order, the Court must be satisfied that the Care Plan is suitable.

Categories of Abuse or Neglect

Where a decision is made that a child requires a Child Protection Plan, the category of abuse or neglect must be specified by the Child Protection Conference Chair.

Child in Need and Child in Need Plan

Under Section 17 (10) of the Children Act 1989, a child is a Child in Need (CiN) if:

- He/she is unlikely to achieve or maintain, or have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him/her of services by a local authority;
- His/her health or development is likely to be significantly impaired, or further impaired, without the provision for him/her of such services; or
- He/she is disabled.

A **Child in Need Plan** should be drawn up for children who are not Looked After but are identified as Children in Need who requiring services to meet their needs. It should be completed following an Assessment where services are identified as necessary.

Under the Integrated Children's System, if a Child is subject to a Child Protection Plan, it is recorded as part of the Child in Need Plan.

The Child in Need Plan may also be used with children receiving short break care in conjunction with Part One of the Care Plan.

Child Protection

The following definition is taken from Working Together to Safeguard Children 2010, paragraph 1.23.:

Child protection is a part of Safeguarding and Promoting the Welfare of Children. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, Significant Harm.

Child Protection Conference

Child Protection Conferences (Initial – **ICPC** and review – **RCPC**) are convened where children are considered to be at risk of Significant Harm.

Children's Centres

The government is establishing a network of children's centres, providing good quality childcare integrated with early learning, family support, health services, and support for parents wanting to return to work or training.

Child Sexual Exploitation

Child sexual exploitation (CSE) is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Corporate Parenting

In broad terms, as the corporate parent of looked after children, a local authority has a legal and moral duty to provide the kind of loyal support that any good parent would provide for their own children.

Criteria for Child Protection Plans

Where a decision is made that a child requires a Child Protection Plan, the Conference Chair must ensure that the criteria for the decision are met, i.e. that the child is at continuing risk of Significant Harm.

Director of Children's Services (DCS)

Every top tier local authority in England must appoint a Director of Children's Services under section 18 of the Children Act 2004. Directors are responsible for discharging local authority functions that relate to children in respect of education, social services and children leaving care. They are also responsible for discharging functions delegated to the local authority by any NHS body that relate to children, as well as some new functions conferred on authorities by the Act, such as the duty to safeguard and protect children, the Children and Young People's Plan, and the duty to co-operate to promote well-being.

Designated Teacher

Schools should all appoint a Designated Teacher. This person's role is to co-ordinate policies, procedures and roles in relation to Child Protection and in relation to Looked After Children.

Discretionary Leave to Remain

This is a limited permission granted to an Asylum Seeker, to stay in the UK for 3 years - it can then be extended or permission can then be sought to settle permanently.

Duty of Care

In relation to workers in the social care sector, their duty of care is defined by the Social Care Institute for Excellence (SCIE) as a legal obligation to:

- Always act in the best interest of individuals and others;

- Not act or fail to act in a way that results in harm;
- Act within your competence and not take on anything you do not believe you can safely do.

Early Help

Early help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years.

Effective early help relies upon local agencies working together to:

- Identify children and families who would benefit from early help;
- Undertake an assessment of the need for early help;
- Provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcomes for the child.

Local authorities, under section 10 of the Children Act 2004, have a responsibility to promote inter-agency cooperation to improve the welfare of children.

Every Child Matters

Every Child Matters is the approach to the well-being of children and young people from birth to age 19, which is incorporated into the Children Act 2004. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution and;
- Achieve economic well-being.

This means that the organisations involved with providing services to children are teaming up, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life.

Health Assessment

Every Looked After Child (LAC or CLA) must have a Health Assessment soon after becoming Looked After, then at specified intervals, depending on the child's age.

Indefinite Leave to Remain (ILR)

When an Asylum Seeker is granted ILR, they have permission to settle in the UK permanently and can access mainstream services and benefits.

Independent Reviewing Officer

If a Local Authority is looking after a child (whether or not the child is in their care), it must appoint an Independent Reviewing Officer (IRO) for that child's case.

From 1 April 2011, the role of the IRO is extended, and there are two separate aspects: chairing a child's Looked After Review, and monitoring a child's case on an ongoing basis. As part of the monitoring function, the IRO also has a duty to identify any areas of poor practice, including general concerns around service delivery (not just around individual children).

IROs must be qualified social workers and, whilst they can be employees of the local authority, they must not have line management responsibility for the child's case. Independent Reviewing Officers who chair Adoption Reviews must have relevant experience of adoption work.

Independent Domestic Violence Advisor

Independent Domestic Violence Advisers (IDVA) are specialist caseworkers who focus on working predominantly with high risk victims (usually but not exclusively with female victims). They generally are involved from the point of crisis and offer intensive short to medium term support. They work in partnership with statutory and voluntary agencies and mobilise multiple resources on behalf of victims by coordinating the response of a wide range of agencies, including those working with perpetrators or children. There may be differences about how the IDVA service is delivered in local areas.

Initial Child Protection Conference

An Initial Child Protection Conference (ICPC) is normally convened at the end of a Section 47 Enquiry when the child is assessed as either having suffered Significant Harm or to be at risk of suffering ongoing significant harm.

The Initial Child Protection Conference must be held within 15 working days of the Strategy Discussion, or the last strategy discussion if more than one has been held.

Local Authority Designated Officer (LADO)

A designated officer (or sometimes a team of officers), who is involved in the management and oversight of allegations against people that work with children.

Their role is to give advice and guidance to employers and voluntary organisations; liaise with the Police and other agencies, and monitor the progress of cases to ensure that they are dealt with as quickly as possible consistent with a thorough and fair process. The Police should also identify an officer to fill a similar role.

Local Safeguarding Children's Board (LSCB)

LSCBs have to be established by every local authority as detailed in Section 13 of The Children Act 2004. They are made up of representatives from a range of public agencies with a common interest and with duties and responsibilities to children in their area. LSCBs have a responsibility for ensuring effective inter-agency working together to safeguard and protect children in the area. The Boards have to ensure that clear local procedures are in place to inform and assist anyone interested or as part of their professional role where they have concerns about a child.

The functions of the LSCB are set out in chapter 3 of Working Together to Safeguard Children.

See <http://southamptonlscb.co.uk/> for Southampton LSCB.

Looked After Child

A Looked After Child is a child who is accommodated by the local authority, a child who is the subject to an Interim Care Order, full Care Order or Emergency Protection Order; or a child who is remanded by a court into local authority accommodation or Youth Detention Accommodation.

In addition where a child is placed for Adoption or the local authority is authorised to place a child for adoption - either through the making of a Placement Order or the giving of Parental Consent to Adoptive Placement - the child is a Looked After child.

Looked After Children may be placed with family members, foster carers (including relatives and friends), in Children's Homes, in Secure Accommodation or with prospective adopters.

With effect from 3 December 2012, the Legal Aid, Sentencing and Punishment of Offenders Act 2012 amended the Local Authority Social Services Act 1970 to bring children who are remanded by a court to local authority accommodation or youth detention accommodation into the definition of a Looked After Child for the purposes of the Children Act 1989.

Neglect

Neglect is a form of Significant Harm which involves the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect can occur during pregnancy, or once a child is born.

Parental Consent to Adoptive Placement

Parental consent to a child's placement for adoption under section 19 of the Adoption and Children Act 2002 must be given before a child can be placed for adoption by an adoption agency, unless a Placement Order has been made or unless the child is a baby less than 6 weeks old and the parents have signed a written agreement with the local authority. Section 19 requires that the consent must be witnessed by a CAFCASS Officer. Where a baby of less than 6 weeks old is placed on the basis of a written agreement with the parents, steps must be taken to request CAFCASS to witness parental consent as soon as the child is 6 weeks old. At the same time as consent to an adoptive placement is given, a parent may also consent in advance to the child's adoption under section 20 of the Adoption and Children Act 2002 either with any approved prospective adopters or with specific adopters identified in the Consent Form.

When giving advanced consent to adoption, the parents can also state that they do not wish to be informed when an adoption application is made in relation to the child.

Parental Responsibility

Parental Responsibility means all the duties, powers, responsibilities and authority which a parent has by law in relation to a child. Parental Responsibility diminishes as the child acquires sufficient understanding to make his or her own decisions.

A child's mother always holds Parental Responsibility, as does the father if married to the mother.

Unmarried fathers who are registered on the child's birth certificate as the child's father on or after 1 December 2003 also automatically acquire Parental Responsibility. Otherwise, they can acquire Parental Responsibility through a formal agreement with the child's mother or through obtaining a Parental Responsibility Order under Section 4 of the Children Act 1989.

Pathway Plan

The Pathway Plan sets out the route to the future for young people leaving the Looked After service and will state how their needs will be met in their path to independence. The plan will continue to be implemented and reviewed after they leave the looked after service at least until they are 21; and up to 25 if in education.

Permanence Plan

Permanence for a Looked After child means achieving, within a timescale which meets the child's needs, a permanent outcome which provides security and stability to the child throughout his or her childhood. It is, therefore, the best preparation for adulthood.

Wherever possible, permanence will be achieved through a return to the parents' care or a placement within the wider family but where this cannot be achieved within a time-scale appropriate to the child's needs, plans may be made for a permanent alternative family placement, which may include Adoption or by way of a Special Guardianship Order.

By the time of the second Looked After Review, the Care Plan for each Looked After Child must contain a plan for achieving permanence for the child within a timescale that is realistic, achievable and meets the child's needs.

Personal Education Plan

All Looked After Children must have a Personal Education Plan (PEP) which summarises the child's developmental and educational needs, short term targets, long term plans and aspirations and which contains or refers to the child's record of achievement. The child's social worker is responsible for coordinating and compiling the PEP, which should be incorporated into the child's Care Plan.

Person Posing a Risk to Children (PPRC)

This term replaced the term of 'Schedule One Offender', previously used to describe a person who had been convicted of an offence against a child listed in Schedule One of the Children and Young Persons Act 1933.

'Person Posing a Risk to Children' takes a wider view. Home Office Circular 16/2005 included a consolidated list of offences which agencies can use to identify those who may present a risk to children. The list includes both current and repealed offences, is for guidance only and is not exhaustive - subsequent legislation will also need to be taken into account when forming an assessment of whether a person poses a risk to children. The list of offences should operate as a trigger to further assessment/review to determine if an offender should be regarded as presenting a continued risk of harm to children. There will also be cases where individuals without a conviction or caution for one of these offences may pose a risk to children.

Placement at a Distance

Placement of a Looked After child outside the area of the responsible authority looking after the child and not within the area of any adjoining local authority.

This term was introduced with effect from 27 January 2014 by the Children's Homes and Looked after Children (Miscellaneous Amendments) (England) Regulations 2013.

Principal Social Worker - Children and Families

This role was borne out of Professor Munro's recommendations from the Munro Review of Child Protection (2011) to ensure that a senior manager in each local authority is directly involved in frontline services, advocate higher practice standards and develop organisational learning cultures, and to bridge the divide between management and the front line. It is typically held by a senior manager who also carries caseloads to ensure the authentic voice of practice is heard at decision-making tables.

Private Fostering

A privately fostered child is a child under 16 (or 18 if disabled) who is cared for by an adult who is not a parent or close relative where the child is to be cared for in that home for 28 days or more. Close relative is defined as "a grandparent, brother, sister, uncle or aunt (whether of the full blood or half blood or by marriage or civil partnership) or step-parent". A child who is Looked After by a local authority or placed in a children's home, hospital or school is excluded from the definition. In a private

fostering arrangement, the parent still holds Parental Responsibility and agrees the arrangement with the private foster carer.

A child in relation to whom the local authority receives notification from the prospective adopters that they intend to apply to the Court to adopt may have the status of a privately fostered child. The requirement to notify the local authority relates only to children who have not been placed for adoption by an adoption agency. On receiving the notification, the local authority for the area where the prospective adopters live becomes responsible for supervising the child's welfare pending the adoption and providing the Court with a report.

Public Law Outline

The Public Law Outline: Guide to Case Management in Public Law Proceedings came into force on the 6th April 2010. An updated Public Law Outline (PLO) came into effect on 22nd April 2014, alongside the statutory 26-week time-limit for completion of care and supervision proceedings under the Children and Families Act 2014.

The Public Law Outline sets out streamlined case management procedures for dealing with public law children's cases. The aim is to identify and focus on the key issues for the child, with the aim of making the best decisions for the child within the timetable set by the Court, and avoiding the need for unnecessary evidence or hearings.

Referral

The referring of concerns to local authority children's social care services, where the referrer believes or suspects that a child may be a Child in Need, including that he or she may be suffering, or is likely to suffer, Significant Harm. The referral should be made in accordance with the agreed LSCB procedures.

Relevant Young People, Former Relevant, and Eligible

- **Relevant Young People** are those aged 16 or 17 who are no longer Looked After, having previously been in the category of Eligible Young People when Looked After. However, if after leaving the Looked After service, a young person returns home for a period of 6 months or more to be cared for by a parent and the return home has been formally agreed as successful, he or she will no longer be a Relevant Young Person. A young person is also Relevant if, having been looked after for three months or more, he or she is then detained after their 16th birthday either in hospital, remand centre, young offenders' institution or secure training centre. There is a duty to support relevant young people up to the age of 18, wherever they are living.
- **Former Relevant Young People** are aged 18 or above and have left care having been previously either Eligible, Relevant or both. There is a duty to consider the need to support these young people wherever they are living.
- **Eligible Young People** are young people aged 16 or 17 who have been Looked After for a period or periods totaling at least 13 weeks starting after their 14th birthday and ending at least one day after their 16th birthday, and are still Looked After. (This total does not include a series of short-term placements of up to four weeks where the child has returned to the parent.) There is a duty to support these young people up to the age of 18.

Review Child Protection Conference

Child Protection Review Conferences (RCPC) are convened in relation to children who are already subject to a Child Protection Plan. The purpose of the Review Conference is to review the safety, health and development of the child in view of the Child Protection Plan, to ensure that the child continues to

be adequately safeguarded and to consider whether the Child Protection Plan should continue or change or whether it can be discontinued.

Section 20

Under Section 20 of the Children Act 1989, children may be accommodated by the local authority if they have no parent or are lost or abandoned or where their parents are not able to provide them with suitable accommodation and agree to the child being accommodated. A child who is accommodated under Section 20 becomes a Looked After Child.

Section 47 Enquiry

Under Section 47 of the Children Act 1989, if a child is taken into Police Protection, or is the subject of an Emergency Protection Order, or there are reasonable grounds to suspect that a child is suffering or is likely to suffer Significant Harm, a Section 47 Enquiry is initiated. This enables the local authority to decide whether they need to take any further action to safeguard and promote the child's welfare. This normally occurs after a Strategy Discussion.

Physical Abuse, Sexual Abuse, Emotional Abuse and Neglect are all categories of Significant Harm.

Section 47 Enquiries are usually conducted by a social worker, jointly with the Police, and must be completed within 15 days of a Strategy Discussion. Where concerns are substantiated and the child is judged to be at continued risk of Significant Harm, a Child Protection Conference should be convened.

Separated Children

Separated Children are children and young people aged under 18 who are outside their country of origin and separated from both parents, or their previous legal/customary primary caregiver. Some will be totally alone (**unaccompanied**), while others may be accompanied into the UK e.g. by an escort; or will present as staying with a person who may identify themselves as a stranger, a member of the family or a friend of the family.

Special Guardianship Order

Special Guardianship Order (SGO) is an order set out in the Children Act 1989, available from 30 December 2005. Special Guardianship offers a further option for children needing permanent care outside their birth family. It can offer greater security without absolute severance from the birth family as in adoption.

Special Guardianship will also provide an alternative for achieving permanence in families where adoption, for cultural or religious reasons, is not an option. Special Guardians will have Parental Responsibility for the child. A Special Guardianship Order made in relation to a Looked After Child will replace the Care Order and the Local Authority will no longer have Parental Responsibility.

Strategy Discussion

A Strategy Discussion is normally held following an Assessment which indicates that a child has suffered or is likely to suffer Significant Harm. The purpose of a Strategy Meeting is to determine whether there are grounds for a Section 47 Enquiry.

Statement of Special Educational Needs (SEN)

From 1 September 2014, Statements of Special Educational Needs were replaced by Education, Health and Care Plans. (The legal test of when a child or young person requires an Education, Health and Care Plan remains the same as that for a Statement under the Education Act 1996).

Staying Put

A Staying Put arrangement is where a Former Relevant child, after ceasing to be Looked After, remains in the former foster home where they were placed immediately before they ceased to be Looked After, beyond the age of 18. The young person's first Looked After Review following his or her 16th birthday should consider whether a Staying Put arrangement should be an option.

It is the duty of the local authority to monitor the Staying Put arrangement and provide advice, assistance and support to the Former Relevant child and the former foster parent with a view to maintaining the Staying Put arrangement (this must include financial support), until the child reaches the age of 21 (unless the local authority consider that the Staying Put arrangement is not consistent with the child's welfare).

Unaccompanied Asylum Seeker

A child or young person under the age of 18 who has been forced or compelled to leave their home country as a result of major conflict resulting in social breakdown or to escape human rights abuse. They will have no adult in the UK exercising Parental Responsibility.

Virtual School Head

Section 99 of the Children and Families Act 2014 imposes upon local authorities a requirement to appoint an officer to promote the educational achievement of Looked After children - sometimes referred to as a 'Virtual School Head'.

Working Together to Safeguard Children

Working Together to Safeguard Children is a Government publication which sets out detailed guidance about the role, function and composition of Local Safeguarding Children Boards (LSCBs), the roles and responsibilities of their member agencies in safeguarding children within their areas and the actions that should be taken where there are concerns that children have suffered or are at risk of suffering Significant Harm.

Young Offender Institution (YOI)

The Youth Justice Board (YJB) is responsible for the commissioning and purchasing of all secure accommodation for under 18-year-olds ('juveniles'), whether sentenced or on remand. Young offender institutions (YOIs) are run by the Prison Service (except where contracted out) and cater for 15-20 year-olds, but within YOIs the Youth Justice Board has purchased discrete accommodation for juveniles where the regimes are specially designed to meet their needs. Juvenile units in YOIs are for 15-17 year-old boys and 17-year-old girls.

Youth Offending Service or Team

Youth Offending Service or Team (YOS or YOT) is the service which brings together staff from Children's Social care, the Police, Probation, Education and Health Authorities to work together to keep young people aged 10 to 17 out of custody. They are monitored and co-ordinated nationally by the Youth Justice Board (YJB).

Sources

Tri.x live online glossary: <http://trixresources.proceduresonline.com/> - a free resource, available to all which provides up to date keyword definitions and details about national agencies and organisations.

Southampton Local Safeguarding Board <http://southamptonlscb.co.uk/>

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	EDUCATIONAL ATTAINMENT IN SOUTHAMPTON
DATE OF DECISION:	1 OCTOBER 2020
REPORT OF:	DIRECTOR – LEGAL AND BUSINESS OPERATIONS

<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
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STATEMENT OF CONFIDENTIALITY

There are three confidential appendices attached to this report. The confidentiality of Appendices 2,3 and 6 is based on Category 7a of paragraph 10.4 of the Council’s Access to Information Procedure Rules. It contains information which is subject to an obligation of confidentiality.

BRIEF SUMMARY

At the meeting the Panel will be considering provisional 2019/20 Key Stage exam results in Southampton. The Panel will also be focussing on the educational attainment of Looked After Children.

RECOMMENDATIONS:

	(i)	That the Panel note the provisional key stage results and supplementary data, as detailed in the appendices, and discuss educational attainment in Southampton.
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REASONS FOR REPORT RECOMMENDATIONS

1.	To enable a discussion with the Cabinet Member and officers on educational attainment in Southampton.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	None.
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DETAIL (Including consultation carried out)

3.	Provisional 2019/20 key stage exam results for Southampton have been published. The attached appendices provide a breakdown of the Key Stage provisional results and outcomes for Looked After Children.
4.	The Divisional Head of Education and Learning will present an overview of the results at the meeting.
5.	The Panel are requested to discuss with the Cabinet Member for Children and Learning and the invited officers the information provided.

RESOURCE IMPLICATIONS	
<u>Capital/Revenue/Property/Other</u>	
6.	None
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None
POLICY FRAMEWORK IMPLICATIONS	
10.	N/A
KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	None
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	2020 Provisional Headline KS4 GCSE Results for Southampton
2.	Confidential - Southampton Provisional GCSE Results 2020
3.	Confidential – KS4 Southampton Provisional GCSE results 2020 Trends
4.	Provisional Headline KS4 GCSE results 2020 for CLA pupils
5.	2020 Provisional Headline A-Level results for Southampton Local Authority – Results Day vs. Teacher Assessments
6.	Confidential - Southampton College and Sixth Form A Level Results 2020 (Provisional) Teacher Assessments
7.	Additional support to help reduce the attainment gap
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?	No
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
Other Background Documents	
Other Background documents available for inspection at:	

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

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2020 Provisional Headline KS4 GCSE Results for Southampton Local Authority

Key Stage 4 GCSE results were released to schools on the 20th August 2020. Southampton schools agreed to inform the LA of their results so that citywide performance can be calculated. The short briefing note below, based on early provisional data, provides an overview of Southampton's performance.

Oasis Academy Lord's Hill informed the Local Authority that Oasis Principals had been advised by their Trust not to share any information about headline outcomes externally. As a result, this summary does not include Oasis Academy Lord's Hill, Oasis Academy Mayfield and Oasis Academy Sholing data.

The Department for Education (DfE) [announced on the 8th April](#) that school, college or multi-academy trust (MAT) level performance data based on summer 2020 tests, assessments and exams at any phase would not be published. This includes the performance tables that were due to be released in December 2020, and March 2021. Schools and colleges should not be held to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account.

The KS4 accountability of Attainment 8 and Progress 8 was introduced in 2016. In 2017, new, reformed English and Maths GCSEs were first examined and a new grading of 9-1 was introduced, with 9 being the highest grade. In 2018, reformed EBacc GCSEs and a number of other key subjects were first examined using the 9-1 grading. In 2019 further reformed GCSE qualifications were introduced on the 9-1 grade scale. For the first time in 2020 all GCSEs had been converted to a scale of 9-1 with no unreformed GCSEs graded A*-G remaining. Consequently, any trend comparisons made between 2016 and 2020 results for the key headline performance measures must be treated with caution.

The current indication is that National and Local Authority data will not be published by the DfE in October 2020, as is usually the case. It will therefore not be possible to issue a further briefing note outlining Southampton's performance compared to Statistical Neighbours, Core Cities and National in 2020.

The focus of this 2020 briefing note will follow the 2019 accountability measures outlined by the DfE in the Performance Tables Statement of Intent (indicated in bold text within the commentary below):

- Progress 8 (not available until mid-September)
- Attainment 8
- The percentage of pupils achieving a 5 or above (strong pass) in English and Maths
- EBacc Average Points Score
- The percentage of pupils entering the English Baccalaureate
- The percentage of students staying in education or employment after Key Stage 4 (destinations)

In addition to the headline indicators above, the DfE also focus on the following measures:

- The proportion of pupils achieving a standard pass in English and Maths – grade 4 or above
- The proportion of pupils achieving a grade 5 or above in all EBacc subject areas (C and above in unreformed qualifications)
- The proportion of pupils achieving a grade 4 or above in all EBacc subject areas (C and above in unreformed qualifications)

The Progress 8 indicator relies on National calculations completed by the DfE and is currently unavailable at either School or Local Authority level. The current indication is that 2020 Progress 8 figures will not be published by the DfE.

Southampton Schools have reported substantial differences between teacher assessment grades submitted to examination bodies and the results day outcomes awarded to pupils following the adjusted methodology for 2020. The approach applied by the DfE resulted in 80.2% and 77.2% of candidates nationally achieving a 4 or above in English and Maths respectively.

Headlines – Based on 9 Schools

- **In 2020, Southampton pupils achieved an Attainment 8 score of 47.0.**
- **In 2020, 43% of Southampton pupils achieved a 9-5 in English and Maths GCSE.**
- In 2020, 66% of Southampton pupils achieved a 9-4 in English and Maths GCSE.
- **The 2020 EBacc Average Points Score is 4.25.**
- In 2020, 58% of Southampton pupils achieved a 9-5 in English GCSE.
- In 2020, 50% of Southampton pupils achieved a 9-5 in Maths GCSE.
- In 2020, 76% of Southampton pupils achieved a 9-4 in English GCSE.
- In 2020, 70% of Southampton pupils achieved a 9-4 in Maths GCSE.
- In 2020, 15% of Southampton pupils achieved the EBacc at grade 5 or above.
- **In 2020, 32% of Southampton pupils entered the EBacc.**
- Southampton's 2020 Attainment 8 outcomes in the English, Maths, EBacc and the Open elements were 9.7, 9.0, 13.7 and 14.6 respectively.

For further details please contact the Data Team

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Provisional Headline KS4 GCSE results 2020 for CLA pupils looked after continuously for a year as at the 31st March 2020 and all year 11 CLA pupils (as at 20/07/2020).

Key Stage 4 GCSE results were released to schools and students on the 20/08/2020. The short briefing note below, based on early provisional data provides an overview of Southampton's performance for CLA pupils looked after continuously for a year as at the 31st March 2020 and all year 11 CLA pupils as at 20/07/2020. National and other Local Authority data for 2020 is currently not available therefore comparisons will be made, where available, against last year's National data for CLA pupils.

The Department for Education (DfE) [announced on the 8th April](#) that school, college or multi-academy trust (MAT) level performance data based on summer 2020 tests, assessments and exams at any phase would not be published. Schools and colleges should not be held to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account.

For 2020, pupils were awarded the higher outcome between center assessed grades or an algorithm that incorporated center assessed grades but considered school and pupil prior performance. As a consequence of this change in methodology, trend comparisons between years should be treated with extreme caution.

The current indication is that National and Local Authority data will not be published by the DfE. It will therefore not be possible to issue a further briefing note outlining Southampton's performance compared to Statistical Neighbours, Core Cities and National performance for 2020.

Changes to Key Stage 4 accountability

In 2016, new school accountability was introduced which includes two new headline measures; Progress 8 and Attainment 8. Progress 8 is a value added measure where a pupil's results are compared with the achievements of other pupils with the same prior attainment at the end of Key Stage 2. Attainment 8 measures the achievements of pupils across 8 qualifications including English and Maths (double weighted), three Ebacc subjects and three other GCSE or DfE approved non-GCSE qualifications. Please be aware that no Progress 8 figures are included in this briefing note. The current indication is that Progress 8 outcomes which are dependent on a National dataset will not be published by the DfE for 2020.

In 2017, new, reformed English and Maths GCSEs were first examined and a new grading of 9-1 was introduced, with 9 being the highest grade. All other GCSE subjects were graded A*-G in 2017 and converted to a scale of 9-1 to ensure compatibility with English and Maths when calculating Attainment 8 and Progress 8 scores. In 2018, additional English Baccalaureate subjects were given the new grading of 9-1. In 2019, the remaining GCSE subjects were given the new grading of 9-1. Consequently, any comparisons made between 2019, 2018 and 2017 results for the key headline performance measures must be treated with caution.

The headline English Baccalaureate (Ebacc) indicator changed from 2018 onwards and is now focused on an average point score achieved in English, Maths, two Sciences, Humanities (Geography or History) and a Language. The Performance Tables still report on the percentage of pupils entering and achieving the Ebacc at both the strong (grade 5+) and standard (grade 4+) pass.

Headlines

In advance of results day, the Data Team and Virtual School had been in contact with all schools where a CLA pupil is educated to agree that as the corporate parent, we would receive information about the pupils' achievements. Southampton's provisional KS4 cohort of pupils consisted of 55 CLA pupils and of those, 44 were looked after continuously for 12 months as at the 31st March 2020. 5 pupils within the CLA cohort were either recorded as EOTAS (Education Other Than At School) or were educated in a provision that is not included in the DfE methodology and are therefore excluded from the calculations in this briefing note.

Looked After Children - 1 year continuous

The analysis below is focused on those pupils that have been looked after continuously for 12 months as at 31st March 2020. There were 41 pupils within this cohort and therefore each pupil counts for 2.4%.

- Southampton's 2020 average Attainment 8 outcome for children who have been looked after continuously for at least twelve months was 18.6. In 2019, Southampton and National CLA pupils achieved an Attainment 8 average of 21.0 and 19.1, respectively.
- In 2020, Southampton's average EBacc Average Points Score, for children who have been looked after continuously for at least twelve months, was 1.52. In 2019, Southampton and National CLA pupils achieved an EBacc points score of 1.67 and 1.52, respectively.
- 12.2% (5 no.) of pupils achieved 9-5 (Strong Pass) GCSE in English Language or English Literature in 2020. In 2019, 16.7% of Southampton CLA and 16.0% of National CLA achieved a 9-5 (Strong Pass) in English Language or English Literature.
- 24.4% (10 no.) of pupils achieved 9-4 (Standard Pass) GCSE in English Language or English Literature in 2020. In 2019, 33.3% of Southampton CLA and 27.0% of National CLA achieved a 9-4 (Standard Pass) in English Language or English Literature.
- 9.8% (4 no.) of pupils achieved 9-5 (Strong Pass) GCSE in Maths in 2020. In 2019, 10.0% of Southampton CLA and 11% of National CLA achieved a 9-5 (Strong Pass) in Maths.
- 17.1% (7 no.) of pupils achieved 9-4 (Standard Pass) GCSE in Maths in 2020. In 2019, 20.0% of Southampton CLA and 24.0% of National CLA achieved a 9-4 (Standard Pass) in Maths.

- 4.9% (2 no.) of pupils achieved 9-5 (Strong Pass) GCSE in English and Maths in 2020. In 2019, 6.7% of Southampton CLA and 7.0% of National CLA achieved a 9-5 (Strong Pass) in English and Maths.
- 12.2% (5 no.) of pupils achieved 9-4 (Standard Pass) GCSE in English and Maths in 2020. In 2019, 16.7% of Southampton CLA and 18% of National CLA achieved a 9-4 (Standard Pass) in English and Maths.
- 4.9% (2 no.) of CLA pupils were entered for the English Baccalaureate (EBacc) in 2020. In 2019, 6.7% of Southampton CLA pupils and 9.0% of National CLA pupils were entered for the English Baccalaureate.
- 2.4% (1 no.) of CLA pupils achieved a 9-5 (Strong Pass) in the English Baccalaureate (EBacc) in 2020. In 2019, 0.0% of Southampton CLA pupils and 1.0% of National CLA pupils achieved a 9-5 (Strong Pass) the English Baccalaureate.
- 2.4% (1 no.) of CLA pupils achieved a 9-4 (Standard Pass) in the English Baccalaureate (EBacc) in 2020. In 2019, 0.0% of Southampton CLA pupils and 3.0% of National CLA pupils achieved a 9-4 (Standard Pass) the English Baccalaureate.

Looked After Children - All KS4

The analysis below is focused on all CLA pupils in Year 11 as at 20th July 2020. There were 50 pupils within this cohort therefore each pupil counts for 2.0%.

- Southampton's 2020 average Attainment 8 outcome for all CLA was 17.9. In 2019, Southampton and National CLA pupils achieved an Attainment 8 average of 21.5 and 17.9 respectively.
- In 2020, Southampton's average EBacc points score for all CLA was 1.46. In 2019, Southampton and National CLA pupils achieved an EBacc points score of 1.80 and 1.00 respectively.
- 10.0% (5 no.) of pupils achieved 9-5 (Strong Pass) GCSE in English Language or English Literature in 2020. In 2019, 19.5% of Southampton CLA and 15.0% of National CLA achieved a 9-5 (Strong Pass) in English Language or English Literature.
- 22.0% (11 no.) of pupils achieved 9-4 (Standard Pass) GCSE in English Language or English Literature in 2020. In 2019, 34.1% of Southampton CLA and 25% of National CLA achieved a 9-4 (Standard Pass) in English Language or English Literature.

- 8.0% (4 no.) of pupils achieved 9-5 (Strong Pass) GCSE in Maths in 2020. In 2019, 12.2% of Southampton CLA and 10.0% of National CLA achieved a 9-5 (Strong Pass) in Maths.
- 16.0% (8 no.) of pupils achieved 9-4 (Standard Pass) GCSE in Maths in 2020. In 2019, 22.0% of Southampton CLA and 23% of National CLA achieved a 9-4 (Standard Pass) in Maths.
- 4.0% (2 no.) of pupils achieved 9-5 (Strong Pass) GCSE in English and Maths in 2020. In 2019, 9.8% of Southampton CLA and 7.0% of National CLA achieved a 9-5 (Strong Pass) in English and Maths.
- 10.0% (5 no.) of pupils achieved 9-4 (Standard Pass) GCSE in English and Maths in 2020. In 2019, 19.5% of Southampton CLA and 17% of National CLA achieved a 9-4 (Standard Pass) in English and Maths.
- 4.0% (2 no.) of CLA pupils were entered for the English Baccalaureate (EBacc) in 2020. In 2019, 12.2% of Southampton CLA pupils and 9.0% of National CLA pupils were entered for the English Baccalaureate.
- 2.0% (1 no.) of CLA pupils achieved a 9-5 (Strong Pass) in the English Baccalaureate (EBacc) in 2020. In 2019, 0.0% of Southampton CLA pupils and 2.0% of National CLA pupils achieved a 9-5 (Strong Pass) the English Baccalaureate.
- 2.0% (1 no.) of CLA pupils achieved a 9-4 (Standard Pass) in the English Baccalaureate (EBacc) in 2020. In 2019, 4.9% of Southampton CLA pupils and 3.0% of National CLA pupils achieved a 9-4 (Standard Pass) the English Baccalaureate.

For further details please contact the Data Team on

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2020 Provisional Headline A-Level results for Southampton Local Authority – Results Day vs. Teacher Assessments

A-Level results were released to Colleges and students on 13th August 2020. Southampton Colleges and Sixth Forms have agreed to inform the LA of their results so that citywide performance can be calculated. As a result of increased scrutiny into the methodology used to calculate 2020 A-Level outcomes Teacher Assessment data was also requested from Southampton Colleges and Sixth Forms.

On results day Southampton Colleges and Sixth Forms reported substantial differences between Teacher Assessment grades submitted to examination bodies and the Results Day outcomes awarded to pupils following the adjusted methodology for 2020. On 17th August 2020 it was announced that students would be awarded Teacher Assessment grades if they were higher than the Results Day grades generated using the revised 2020 methodology.

The analysis below identifies the difference between the Results Day outcomes and Teacher Assessment grades awarded to students at a Local Authority level. A like for like National comparison of Teacher Assessment data has not yet been published by JCQ therefore can not be included at this time.

It is important to note that the Southampton outcomes listed below may increase by a small amount as data is currently only available for Results Day and Teacher Assessment outcomes separately, not the combined higher result. At the time of publication it is our understanding that each pupil will receive the higher outcome awarded.

The Department for Education (DfE) [announced on 8th April](#) that school, college or multi-academy trust (MAT) level performance data based on summer 2020 tests, assessments and exams at any phase would not be published. This includes the performance tables that were due to be released in December 2020, and March 2021. Schools and colleges should not be held to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account.

During the period between 2017 and 2020, a phased introduction of reformed A-Level qualifications warrants a cautious approach to year-on-year comparisons. These reforms include more rigorous and challenging qualification content, courses being assessed through final exams at the end of Year 13 and the decoupling of AS-Levels which means that they no longer contribute to A-Level grades.

Only A-Level outcomes are included in this provisional analysis of Southampton performance and therefore do not include results from Southampton City College or for those students at other city schools/colleges who did not study an A-Level curriculum.

Southampton A-Level Provisional Results

- 18.1% of Southampton entries achieved an A-Level A* or A grade based on provisional Results Day outcomes. This increased by 8.4% (90 additional grades) to 18.1% when A* or A Teacher Assessments are considered.

- 41.9% of Southampton entries achieved an A-Level A* to B grades based on provisional Results Day outcomes. This increased by 13.6% (146 additional grades) to 55.5% when A* to B Teacher Assessments are considered.
- 68.8% of Southampton entries achieved an A-Level A* to C grades based on provisional Results Day outcomes. This increased by 15.8% (170 additional grades) to 84.6% when A* to C Teacher Assessments are considered.
- 96.9% of Southampton entries achieved an A-Level A* to E grades based on provisional Results Day outcomes. This increased by 2.5% (27 additional grades) to 99.4% when A* to E Teacher Assessments are considered.

Southampton College and Sixth Form A Level Results 2020 (Provisional) Results Day and Teacher Assessment Outcomes									
	Number of A Levels completed in 2020	A Level A*-A		A Level A*-B		A Level A*-C		A Level A*-E	
		Number	%	Number	%	Number	%	Number	%
Southampton Results Day	1074	194	18.1%	450	41.9%	739	68.8%	1041	96.9%
Southampton Teacher Assessments	1074	284	26.4%	596	55.5%	909	84.6%	1068	99.4%
Difference - Southampton Results Day vs. Teacher Assessments	0	90	8.4%	146	13.6%	170	15.8%	27	2.5%
National (Results Day)			27.6%		53.8%		78.0%		98.2%
Difference - Southampton Results Day vs. National Results Day			-9.5%		-11.9%		-9.2%		-1.3%
Difference - Southampton Teacher Assessment vs. National Results Day			-1.2%		1.7%		6.6%		1.2%
Difference - Southampton Teacher Assessment vs. National Teacher Assessment									Data Currently Not Available

Please note that the final outcomes for Southampton are likely to be slightly higher than the Teacher Assessments listed above as pupils will receive the higher outcome of Results Day and Teacher Assessment outcomes.

For further details please contact the Data Team on:

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Additional support to help reduce the attainment gap

- The government has announced £1 billion of funding to support children and young people to catch up. This includes a one-off universal £650 million catch-up premium for the 2020 to 2021 academic year to ensure that schools have the support they need to help all pupils make up for lost teaching time. Also funding of £350M for a National Tutoring Programme.
- The £650 million of universal catch-up premium funding will be available for all state-funded mainstream and special schools, and alternative provision
- This means a typical primary school of 200 pupils will receive £16,000 while a typical secondary school of 1,000 pupils will receive £80,000.
- Alongside the universal catch-up premium, the DFE are launching a £350 million National Tutoring Programme to provide additional, targeted support for those children and young people who need the most help
- Programme of support for the autumn term – for all schools - has a specific focus on groups. In particular, how are schools adapting the curriculum to meet the needs of the learners as well as interventions in place to support closing the gaps. The evidence of early effectiveness will also be explored. It goes without saying that this work should be done within a broad curriculum. School Improvement Officers (SIO) will also be exploring how well schools are using high quality, up-to-date information about pupil's current capabilities, and adapt teaching accordingly to focus on exactly what each pupil needs to progress and ultimately how well they are monitoring and reviewing this information.
- In the primary sector the SIO team provided CPD last term for senior leaders and subject leaders, focussed on how to gather meaningful high quality assessment information as well as offering guidance on addressing key aspects of learning:
 - Learning how to learn e.g. perseverance
 - Reading – phonics and fluency training
 - Writing – the importance of fluent transcription skills (spelling and handwriting) alongside teaching pupils how to monitor their own writing
 - Mathematics – adaptations to the mathematics curriculum
 - In addition, we explored 'cognitive overload' and the teaching approaches that would maximise learning.
- This term, the CPD focus continues to be on the basic skills with particular focus on EYFS, Year 2 and Year 6. The main drive is to ensure that teachers and learners are carefully adapting their teaching to ensure that 'old' learning is not repeated thus maximising the curriculum time. Reading continues to be a key focus for professional development.
- In summary, whilst we will be exploring interventions and one to one tuition, the focus will be more on curriculum adaptations, high quality assessment and how leaders and teachers are using that information to good effect.

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DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	RECRUITMENT OF IN HOUSE FOSTER CARERS
DATE OF DECISION:	1 OCTOBER 2020
REPORT OF:	EXECUTIVE DIRECTOR CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Children and Learning	
	Name:	Robert Henderson	Tel: 023 80 834 899
	E-mail:	robert.henderson@southampton.gov.uk	
Author:	Title	Service Manager - Permanence	
	Name:	Martin Smith	Tel: 023 80 834 746
	E-mail:	martin.smith2@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
<p>There is a confidential appendix attached to this report, the confidentiality of which is based on Category 3 of paragraph 10.4 of the Council's Access to Information Procedure Rules - Information relating to the financial or business affairs of any particular person (including the Authority holding that information).</p> <p>If the content of this report were to be treated as a public document it would reveal information that is both commercially sensitive and detrimental to the business affairs of the Council.</p>	
BRIEF SUMMARY	
<p>This report and accompanying strategy outlines Southampton City Council Fostering Services' strategy to recruit more in house foster carers over the next three years. It outlines the national and local context, the current position, what we know works, the strategies going forward and progress to date.</p>	
RECOMMENDATIONS:	
	(i) That the Panel scrutinise the strategy to recruit in house foster carers attached as Appendix 1.
REASONS FOR REPORT RECOMMENDATIONS	
1.	Panel to have sight of and opportunity to scrutinise the foster carer recruitment strategy.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None
DETAIL (Including consultation carried out)	
	Introduction
3.	The Placement Commissioning Sufficiency Statement and Strategy 2020-2025 outlines Southampton City Council's strategy to fulfil its statutory duty to ensure that, through direct provision or commissioned services, a range of placements sufficient to meet the needs of all children in care are available

	<p>locally or that there is a plan in place to move towards that position. The recruitment of in house foster carers forms part of this strategy alongside securing the following provisions for the children we look after;</p> <ul style="list-style-type: none"> • Independent foster care placements • Residential children’s home placements • Supportive accommodation for young people • Adoption placements <p>The Southampton City Council Fostering Service Recruitment Strategy 2020-2023 sets out our approach to be taken to recruit foster carers over the next 3 years.</p>
	<p>National and Local Context</p>
<p>4.</p>	<p>Key points of note:</p> <ul style="list-style-type: none"> • National statistics tell us that there are fewer foster carers, looking after more children. • There is no national or unified approach to the recruitment of foster carers. • The provision of foster carer is provided by a range of local authority, private and voluntary organisations. • A lack of interest nationally in fostering and becoming a foster carer. • Increased competition from other local fostering services; local authorities and independent agencies. • Geographically we are not well placed. Potential foster carers local to Southampton have the option of looking at Dorset, Hampshire and Portsmouth Fostering Services. In addition we have a number of local well established independent fostering agencies, including Fairways and Blue Sky. • The impact of the pandemic.
	<p>Current picture</p>
<p>5.</p>	<p>As of the 31st March 2020, there were 207 approved fostering households, comprising:</p> <ul style="list-style-type: none"> • 165 Mainstream Foster Carers • 32 Connected Foster Carers • 10 temporarily approved Foster Carers <p>From our gap analysis our objective is to focus on the following:</p> <ul style="list-style-type: none"> • increasing the number of in-house foster carers • increasing the number of long-term foster carers for older children • increasing the number of foster carers for disabled children, sibling groups and children with complex needs • increasing the existing cohort of specialist foster carers with a focus on providing, emergency and ‘parent and child’ placements • implementing the Specialist Foster Carer Scheme to widen the placement options for children and young people who have been placed in residential care.

	What works?
6.	<p>There has been a decline in the number of enquiries over the past three years. Prior to the Coronavirus pandemic, there has been a high level of recruitment activity which has centred on targeted recruitment campaigns achieved through several key activities, including:</p> <ul style="list-style-type: none"> • Social Media • Foster Care Fortnight campaign • Events • Carer Videos • Radio Advert • Billboard advertising • Word of Mouth (WOM)
7.	The draft Fostering Recruitment Strategy, attached as a confidential appendix, outlines the approaches that have been utilised by the City Council and their effectiveness at generating enquiries.
	Key strategies – What are we going to do?
8.	The draft Fostering Recruitment Strategy, attached as a confidential appendix, outlines the approaches to be followed to meet the objectives identified above.
	Progress
9.	<p>Progress is reviewed by way of a 6 monthly report to the Corporate Parenting Board. The first progress review of the strategy will be presented to the Corporate Parenting Board on 4 November 2020.</p> <p>Highlights to date include;</p> <ul style="list-style-type: none"> • The number of in house foster carers has seen a downward trend over the last two months. • The pandemic has meant that our regular drop in events and our main events have been cancelled as we have been unable to use community venues and large venues such as Ageas Bowl. • We have turned to increased activity on social media and ‘virtual events’ such as the Southampton Job Fair. • Our use of in house fosters carers has been maintained at 60% and IFA 40% of foster placement, which is consistent with our neighbour authorities. • Feedback from our foster carer community has been positive and we are able to use this in our recruitment messaging. For example, nine in 10 foster carers rated the support they receive from their dedicated social worker as 'good' or 'excellent'.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
10.	None directly as a result of this report.
<u>Property/Other</u>	
11.	None directly as a result of this report.

LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
12.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
13.	Southampton City Council's has a statutory duty to ensure that, through direct provision or commissioned services, a range of placements sufficient to meet the needs of all children in care are available locally or that there is a plan in place to move towards that position.
RISK MANAGEMENT IMPLICATIONS	
14.	None directly as a result of this report
POLICY FRAMEWORK IMPLICATIONS	
15.	None directly as a result of this report

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Draft Fostering Recruitment and Retention Strategy - Confidential

Documents in Members' Rooms

1.	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?	No
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Data Protection Impact Assessment

Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?	No
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Other Background Documents

Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

Document is Confidential

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DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	MONITORING SCRUTINY RECOMMENDATIONS
DATE OF DECISION:	1 OCTOBER 2020
REPORT OF:	DIRECTOR – LEGAL AND BUSINESS OPERATIONS

<u>CONTACT DETAILS</u>			
Executive Director	Title	Deputy Chief Executive	
	Name:	Mike Harris	Tel: 023 8083 2882
	E-mail	Mike.harris@southampton.gov.uk	
Author:	Title	Scrutiny Manager	
	Name:	Mark Pirnie	Tel: 023 8083 3886
	E-mail	Mark.pirnie@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
None	
BRIEF SUMMARY	
This item enables the Children and Families Scrutiny Panel to monitor and track progress on recommendations made at previous meetings.	
RECOMMENDATIONS:	
	(i) That the Panel considers the responses to recommendations from previous meetings and provides feedback.
REASONS FOR REPORT RECOMMENDATIONS	
1.	To assist the Panel in assessing the impact and consequence of recommendations made at previous meetings.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None.
DETAIL (Including consultation carried out)	
3.	Appendix 1 of the report sets out the recommendations made at previous meetings of the Children and Families Scrutiny Panel. It also contains summaries of any action taken in response to the recommendations.
4.	The progress status for each recommendation is indicated and if the Children and Families Scrutiny Panel confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Panel does not accept the matter has been adequately completed, it will be kept on the list and reported back to the next meeting. It will remain on the list until such time as the Panel accepts the recommendation as completed. Rejected recommendations will only be removed from the list after being reported to the Children and Families Scrutiny Panel.
RESOURCE IMPLICATIONS	

<u>Capital/Revenue/Property/Other</u>	
5.	None
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
6.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
7.	None
RISK MANAGEMENT IMPLICATIONS	
8.	None
POLICY FRAMEWORK IMPLICATIONS	
9.	None
KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	None
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Monitoring Scrutiny Recommendations – 1 October 2020
Documents In Members' Rooms	
1.	None
Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	No
Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out.	No
Other Background Documents	
Other Background documents available for inspection at:	
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None

Children and Families Scrutiny Panel

Scrutiny Monitoring – 1 October 2020

Date	Title	Action proposed	Action Taken	Progress Status																				
23/07/20	Children's Services - Performance	1) That officers examine the benchmarking data provided for LAC 1, Looked After Children, and update the Panel on the findings at 1 st October meeting of the Panel.	<p>The accuracy of the data has been confirmed with the data team, who have updated that published statistics from statutory returns submitted by local authorities, Local Authority Interactive Tool (LAIT data) and / or published data returns are used to calculate the numerical averages. It is suggested that alongside the numbers, the panel consider the rate of looked after children per 10,000, 0 – 17 years. August 2020 data is included below:</p> <table border="1" data-bbox="1144 639 1921 751"> <thead> <tr> <th>Southampton LAC rate per 10,000 0 – 17 yrs</th> <th>Statistical Neighbour</th> <th>National</th> <th>Regional</th> </tr> </thead> <tbody> <tr> <td>97</td> <td>86</td> <td>65</td> <td>53</td> </tr> </tbody> </table>	Southampton LAC rate per 10,000 0 – 17 yrs	Statistical Neighbour	National	Regional	97	86	65	53	Completed												
Southampton LAC rate per 10,000 0 – 17 yrs	Statistical Neighbour	National	Regional																					
97	86	65	53																					
		2) That an indicator measuring the number of looked after children in residential care placements is included in the dataset presented to the Panel.	<p>A meeting is being convened with the finance and data teams in October 2020 to discuss including residential provision in the monthly data set. In the interim, the data is included below.</p> <table border="1" data-bbox="1144 1011 1944 1193"> <thead> <tr> <th rowspan="2">Placement Type</th> <th colspan="6">Month Beginning</th> </tr> <tr> <th>1st May</th> <th>5th Jun</th> <th>3rd July</th> <th>7th Aug</th> <th>4th Sep</th> <th>11th Sep</th> </tr> </thead> <tbody> <tr> <td>Residential Independent Sector</td> <td>38</td> <td>40</td> <td>39</td> <td>43</td> <td>43</td> <td>45</td> </tr> </tbody> </table> <p>Number of children in residential placements, September 2020</p> <p>The service has identified that the Independent Fostering Agency (IFA) market is really challenging now; with the current pandemic impacting upon placement available overall. Analysis of the four children placed in residential provision in August and September indicates a high level of mental health needs, alongside complex behavioural issues.</p>	Placement Type	Month Beginning						1 st May	5 th Jun	3 rd July	7 th Aug	4 th Sep	11 th Sep	Residential Independent Sector	38	40	39	43	43	45	
Placement Type	Month Beginning																							
	1 st May	5 th Jun	3 rd July	7 th Aug	4 th Sep	11 th Sep																		
Residential Independent Sector	38	40	39	43	43	45																		

Date	Title	Action proposed	Action Taken	Progress Status
		3) That anonymised case studies, highlighting interventions by the Early Help Service that have prevented escalation to safeguarding services, are circulated to the Panel before the 1 October meeting.	Circulated to the Panel - 22/09/20	Completed
		4) That briefing papers are circulated to the Panel, in advance of the 1 October meeting, on the following: <ul style="list-style-type: none"> • The development of City Council residential care provision; • IT provision for Children's Services in preparation for the second wave of the Coronavirus pandemic; • An update on the plans for a new IT system for Children's Services. 	<p>Development of City Council residential care provision</p> <p>Development of the City's own residential position has been delayed due to the pandemic. However, a working party has now been convened and this has met on three occasions since July 2020. The Head of Service for Children's Social Care has been chairing the group and the new Executive Director will attend the next meeting to check on progress. Property services have been engaged to discuss suitable properties and work is in train to advertise the Service Manager post.</p> <p>The development of the residential offer is part of the peer-support / consultation offer agreed through Hampshire Children's Services as part of the Partners in Practice programme. Capital costs have been agreed for the provision; but, staffing costs still need to be agreed. These will need to take into account a period where staff will be in situ and training / preparing for the residential placements to begin.</p> <p>IT provision for Children's Services in preparation for the second wave of the Coronavirus pandemic</p> <p>The capacity of the original remote access solutions has been tripled since the start of lockdown so the contention for users is much reduced. By the end of September 2020, Business Operations and Digital will have moved everyone over to a replacement remote access technology (called AOVPN) which is more robust, and importantly routes a lot of the traffic away from the council network completely. (Anything Microsoft related will go direct to Microsoft rather than into the council and back out again if colleagues are working from home).</p> <p>Changes were made to the Citrix environment to reduce things like screen colour depth and other factors which did</p>	Completed

Date	Title	Action proposed	Action Taken	Progress Status
			<p>improve performance. Business Operations and Digital have provided a significant amount of equipment including laptops and smartphones to the service as well as getting everyone migrated to Office365 so some of the e-mail / office (non-case management system) issues will also have been eased.</p> <p>There can still be performance challenges, it is one of the reasons that we are still pushing on with the client case management system project as this is a more modern architecture, and there are further improvements still being added such as updated servers in the Citrix estate to help with the speed. There has been definite progress and we expect to see much less, if any, issues similar to the first lockdown but there are on-going projects to improve things further.</p> <p>Update on the plans for a new IT system for Children's Services</p> <p>We are currently scheduled to go live with our new case management system, Care Director in April 2021. The Head of Service for Children's Social Care attends the CCM programme board and a Children and Learning operational group meets regularly to provide a structured interface between the service and the project team; as we focus on data cleaning and the data migration strategy, staff engagement and training. The Executive Director for Children and Learning is being briefed on the project on 23rd September 2020.</p>	
23/07/20	Education and Early Years – Covid 19	1) That the issue of additional support to help reduce the attainment gap is included on the agenda for 1 st October meeting when the Panel undertake the customary scrutiny of educational attainment in the city.	Attached as an appendix to the Educational Attainment agenda item.	Completed
27/08/20	Learning report	1) That the updated governance structure chart, which includes the role of the Children and Families Scrutiny Panel, is circulated to the Panel.	Included within the Children's Services Improvement Plan report	Completed

Date	Title	Action proposed	Action Taken	Progress Status
		<p>2) That, until the Panel decide otherwise, progress in the delivery of the Ofsted Improvement Plan is included as an agenda item for each future meeting of the Children and Families Scrutiny Panel. The report should include specific reference to progress against the action plan developed in response to the Learning report.</p>	<p>The Children's Services and Learning Improvement Plan item is on Scrutiny Panel agenda.</p>	
		<p>3) That the key outcomes of the meetings to be held under points two, three, eight and nine, under recommendation two of the draft action plan, identified below, are to be shared with the Panel after said meetings have been held. This could be incorporated into the progress reporting identified above.</p> <ul style="list-style-type: none"> • Monthly safeguarding assurance visit to one service by Executive Director for Children & Learning Services and the Lead Councillor to review performance and listen to the experiences of front-line staff; • Bi-annual safeguarding assurance meeting to take place between the Chief Executive, the Leader, Lead Councillor and the Executive Director for Children & Learning Services to discuss successes, challenges, pressures and concerns; • A quarterly meeting to be established between the Chief Executive and the Principal Social Worker to ensure a direct connection with front line practitioners; • Executive Management Board meeting every six months to review whole council approach to embedding outcomes for children & young people in the city. 	<p>Details identified in the Children's Services Improvement Plan report.</p> <p>Monthly safeguarding assurance visit to one service (Robert Henderson and Cllr Hammond) service visits set up for 07/10/2020; 05/11/2020; 10/12/2020</p> <p>Bi-annual safeguarding assurance meeting (Sandy Hopkins, Robert Henderson and Cllr Hammond) – booked for 12/11/2020 and 12/05/2021</p> <p>A quarterly meeting (Sandy Hopkins and Stuart Webb.) – booked for 24/11/2020; 23/02/2021; 25/05/2021; 24/08/2021</p> <p>Six-monthly agenda item request has been sent for Mid-October 2020 and May 2021</p>	
27/08/20	Improvement Plan	<p>1) That the revised Improvement Plan be presented to the 1 October 2020 meeting of the Children and Families Scrutiny Panel.</p>	<p>Agenda item for 1st October meeting of the Panel</p>	