

Children and Families Scrutiny Panel

Thursday, 3rd December, 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

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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 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.

5 STATEMENT FROM THE CHAIR

6 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 27 August 2020 and 1 October 2020 and to deal with any matters arising.

7 SERIOUS CASE REVIEW - CLARE (Pages 9 - 30)

Report of the Independent Chair of the Southampton Safeguarding Children Partnership recommending that the Panel note the attached Learning Report, and Partnership Response, and discuss progress against the endorsed recommendations.

8 CHILDREN'S SERVICES IMPROVEMENT PLAN (Pages 31 - 112)

Report of the Executive Director - Wellbeing (Children and Learning) recommending that the Panel note progress against the revised Children and Learning Improvement Plan.

9 CHILDREN AND LEARNING - PERFORMANCE (Pages 113 - 136)

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

10 MONITORING SCRUTINY RECOMMENDATIONS (Pages 137 - 140)

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

Wednesday, 25 November 2020

Service Director – Legal and Business Operations

Agenda Item 6

To approve and sign as a correct record the Minutes of the meetings held on 27 August 2020 and 1 October 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 27 AUGUST 2020

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

11. **AN INVESTIGATION INTO THE WHISTLEBLOWING COMPLAINT WITHIN CHILDREN'S SOCIAL CARE SERVICES IN SOUTHAMPTON CITY COUNCIL AND LEARNING REPORT**

The Panel considered the report of the Chief Executive regarding an investigation into the whistle blowing complaint within Children's Social Care Services.

Councillor Paffey, Cabinet Member for Children and Learning; Sandy Hopkins, Chief Executive; Grainne Siggins, Acting Director of Children's Services; John Harrison, Executive Director Finance and Commercialism; Sarita Riley, Service Lead – Legal Services Partnership; Derek Wiles, Head of Education and Learning; Julian Watkins, Interim Head of Service - Safeguarding and Phil Bullingham, Head of Service - Children's Social Care were present and with the consent of the Chair, addressed the Panel.

In discussion with officers and the Cabinet Member the Panel noted that a step change was needed across the department and that improved transparency and reporting would be required to provide assurance to the Panel that the implementation of the improvement plan would be effective.

RESOLVED:

- (i) That the updated governance structure chart, which included the role of the Children and Families Scrutiny Panel, would be circulated to the Panel.
- (ii) That, until the Panel decided otherwise, progress in the delivery of the Ofsted Improvement Plan would be included as an agenda item for each future meeting of the Children and Families Scrutiny Panel. The report would include specific reference to progress against the action plan developed in response to the Learning Report.
- (iii) That the key outcomes of the meetings to be held under points two, three, eight and nine, of recommendation two of the draft action plan, identified below, would be shared with the Panel after said meetings have been held. This would be incorporated into the progress reporting identified above.
 - a. 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;
 - b. 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;

- c. A quarterly meeting to be established between the Chief Executive and the Principal Social Worker to ensure a direct connection with front line practitioners;
- d. Executive Management Board meeting every six months to review whole council approach to embedding outcomes for children & young people in the city.

12. **CHILDREN'S SERVICES IMPROVEMENT PLAN**

The Panel considered the report of the Executive Director, Finance and Commercialism, providing the Panel with an overview of the Children's Services Improvement Plan.

Councillor Paffey, Cabinet Member for Children and Learning; John Harrison, Executive Director, Finance and Commercialism; Grainne Siggins, Acting Director of Children's Services; Julian Watkins, Interim Head of Service – Safeguarding; Phil Bullingham, Head of Service - Children's Social Care and Sarita Riley, Service Lead – Legal Services Partnership were present and with the consent of the Chair, addressed the meeting.

Following a discussion with officers and the Cabinet Member the Panel requested oversight of the revised Improvement Plan prior to submission to Ofsted.

RESOLVED that the revised Improvement Plan be presented to the 1 October 2020 meeting of the Children and Families Scrutiny Panel.

SOUTHAMPTON CITY COUNCIL
CHILDREN AND FAMILIES SCRUTINY PANEL
MINUTES OF THE MEETING HELD ON 1 OCTOBER 2020

Present: Councillors Taggart (Chair), Mitchell (Vice-Chair), J Baillie, Chaloner (except for agenda items 1-6), Laurent and Mintoff
Appointed Members: Robert Sanders

Apologies: Councillors Guthrie

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

The apologies of Councillor Guthrie were noted.

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

RESOLVED that the minutes of the meetings held on 4 June 2020 and 23 July 2020 be approved and signed as a correct record.

15. **CHILDREN'S SERVICES IMPROVEMENT PLAN**

The Panel considered the report of the Executive Director Children and Learning briefing the Panel on the revised Children and Learning Improvement Plan.

Councillor Barnes-Andrews, Cabinet Member in attendance as substitute for the Cabinet Member for Children and Learning; Rob Henderson, Executive Director Wellbeing (Children and Learning); John Harrison, Executive Director Finance and Commercialism; and Phil Bullingham, Head of Service – Children's Social Care were present and with the consent of the Chair, addressed the meeting.

RESOLVED

- (i) That a recommended dataset to enable the Scrutiny Panel to monitor progress in the delivery of the Improvement Plan be presented to the Panel at the December meeting;
- (ii) That the 'Line of Sight' document that is in development be considered at the December meeting of the Panel; and
- (iii) That, if available, the feedback from Ofsted be shared with the Panel at, or before, the next meeting of the Panel.

16. **CHILDREN AND FAMILIES - PERFORMANCE**

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

Councillor Barnes-Andrews, Cabinet Member in attendance as substitute for the Cabinet Member for Children and Learning; Rob Henderson, Executive Director

Wellbeing (Children and Learning); Julian Watkins, Interim Head of Service – Safeguarding; Phil Bullingham, Head of Service – Safeguarding; were present and with the consent of the Chair, addressed the meeting.

RESOLVED

- (i) That the planned threshold review be considered at a future meeting of the Panel; and
- (ii) That, in line with (i) above, consideration be given to including measures of quality, caseloads and supervision within the performance dataset to be discussed at the December meeting of the Panel.

17. **EXCLUSION OF THE PRESS AND PUBLIC - EXEMPT PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved 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 appendices to the following item. It was not appropriate to disclose this information based on Category 7a of paragraph 10.4 of the council's Access to Information Procedure Rules.

RESOLVED that having applied the public interest test, the press and public be excluded from the meeting.

18. **EDUCATIONAL ATTAINMENT IN SOUTHAMPTON**

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

Councillor Fielker, Cabinet Member in attendance as substitute for the Cabinet Member for Children and Learning; Rob Henderson, Executive Director Wellbeing (Children and Learning) and Derek Wiles, Head of Education and Learning was present and with the consent of the Chair, addressed the meeting.

RESOLVED that, reflecting concerns relating to sustainability of provision, the Panel be kept apprised of significant developments with regards to Key Stage 5 settings in the city.

19. **EXCLUSION OF THE PRESS AND PUBLIC - EXEMPT PAPERS INCLUDED IN THE FOLLOWING ITEM**

The Chair moved 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. It was not appropriate to disclose this information based on Category 3 of paragraph 10.4 of the council's Access to Information Procedure Rules as the information related to the financial or business affairs of any particular person (including the Authority holding that information).

RESOLVED that having applied the public interest test, the press and public be excluded from the meeting.

20. **RECRUITMENT OF FOSTER CARERS**

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

Councillor Barnes-Andrews, Cabinet Member in attendance as substitute for the Cabinet Member for Children and Learning; Rob Henderson, Executive Director Wellbeing (Children and Learning); and Phil Bullingham, Head of Service – Children's Social Care were present and with the consent of the Chair, addressed the meeting.

RESOLVED

- (i) That consideration be given to providing full time funding for the proposed specialist foster carers; and
- (ii) That examples of the feedback provided by enquirers who did not progress to become foster carers is circulated to the Panel.

21. **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.

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DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	SERIOUS CASE REVIEW - CLARE
DATE OF DECISION:	3 DECEMBER 2020
REPORT OF:	INDEPENDENT CHAIR OF THE SOUTHAMPTON SAFEGUARDING CHILDREN PARTNERSHIP

<u>CONTACT DETAILS</u>			
Independent Chair	Title	Independent Chair of the Southampton Safeguarding Children Partnership	
	Name:	Derek Benson	Tel:
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Author:	Title	Southampton Safeguarding Partnership Manager	
	Name:	Debbie Key	Tel: 023 8083 2468
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STATEMENT OF CONFIDENTIALITY

BRIEF SUMMARY

To brief the Panel on the Clare Learning Report, the recommendations and progress to date.

RECOMMENDATIONS:

	(i)	That the Panel note the attached Learning Report, and Partnership Response, and discuss progress against the endorsed recommendations with invited representatives from Southampton Safeguarding Children Partnership's statutory safeguarding partners.
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REASONS FOR REPORT RECOMMENDATIONS

1.	In line with statutory guidance the Local Children Safeguarding Board (now known as the Southampton Safeguarding Children Partnership) commissioned a serious case review into the effectiveness of multi-agency working in safeguarding a child, Clare (not her real name). Reviews such as these are not about apportioning blame. They are about learning. The report author has made a number of recommendations which have been accepted and endorsed the Southampton Safeguarding Children Partnership. The Panel are asked to scrutinise progress on implementing the endorsed recommendations.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	Criteria met for Serious Case Review
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DETAIL (Including consultation carried out)

3.	The Clare Learning Report and Partnership Response were published on 3 rd November 2020.
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4.	Clare was murdered age 13 and the perpetrator was convicted and sentenced in 2019.
5.	The Clare Learning Report, attached as Appendix 1, identifies the findings, learning and recommendations. There is also good practice noted within the report.
6.	The Partnership Response, attached as Appendix 2, details the recommendations and the actions / progress made.
7.	The decision to publish the Learning Report was made by the independent chair of the partnership, in consultation with the statutory safeguarding partners (NHS Southampton City Clinical Commissioning Group, Hampshire Constabulary and Southampton City Council). The Department for Education and National Child Safeguarding Practice Review Panel were notified prior to publication as required. The decision rested on the need to balance the duty of care to family members (including any children) and the responsibility to ensure learning is shared widely and understood. This decision was confirmed with family members.
8.	Recommendations and agency activity are monitored on behalf of the Safeguarding Children Partnership through the Serious Incident and Learning Group. Actions for Children and Learning will also be monitored through the Improvement Plan, which provides single agency assurance.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
9.	None at this stage
<u>Property/Other</u>	
10.	None
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
11.	Statutory Guidance, Working together to safeguard children and young people 2015 and subsequent version 2018.
<u>Other Legal Implications:</u>	
12.	None
RISK MANAGEMENT IMPLICATIONS	
13.	The Serious Case Review is about improving practice and identifying learning opportunities to reduce the risk of such events re-occurring.
POLICY FRAMEWORK IMPLICATIONS	
14.	The recommendations and learning from this report are important in achieving better outcomes for children in need of safeguarding in Southampton. Corporate Plan 2020: “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.”

KEY DECISION?	No	
WARDS/COMMUNITIES AFFECTED:	All	
<u>SUPPORTING DOCUMENTATION</u>		
Appendices		
1.	SSCP Clare Learning Report	
2.	SSCP Partnership Response	
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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Child Clare Learning Report

Lead Reviewer
Moira Murray

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1. Reasons for the review and synopsis of the case

- 1.1 On the recommendation of the Southampton Serious Case Review Group, a decision was taken by the Independent Chair of the Southampton Local Safeguarding Children Board in July 2018 to commission a Serious Case Review into the death of a child (hereafter referred to as Clare). The recommendation was based on the decision that the circumstances of Clare's death met the criteria for a Serious Case Review under Chapter 4 Section 17 of Working Together to Safeguard Children (2015)¹.
- 1.2 Clare was 13 years old when she died as a result of multiple stab wounds. A man was convicted of her murder and is serving a life sentence. Prior to Clare's death, the perpetrator had been staying with the family intermittently for almost twelve months.
- 1.3 Clare lived with her mother, her mother's partner, and her three siblings, two of whom were half siblings. The family had been known to statutory agencies because of past incidents of domestic abuse. Throughout her short life, Clare and her siblings witnessed frequent arguments and incidents of domestic abuse between her parents and subsequently between her mother and her partners.
- 1.4 Following a private court hearing, mother was given care and control of the children, with their father allowed regular contact. The ruling was against the recommendation of Children's Social Care and after the hearing their father had little contact with the children. Concerns about the care and emotional wellbeing of Clare and her siblings began to emerge when they started school, resulting in the children being made subject to Child Protection Plans. Clare and one of her siblings were referred to Children and Adolescent Mental Health Services (CAMHS). The Local Authority considered removing the children from mother's care, however the proceedings were delayed and did not progress further than the Public Law Outline (PLO) stage.
- 1.5 Concerns were raised with Children's Social Care by teachers at both secondary schools, which Clare attended, that she had an older boyfriend whom it was believed could be sexually exploiting her. The referrals were investigated, however, because of assurances given by Clare's mother that there was no foundation to these concerns, no action was considered necessary. Information subsequently emerged that Clare had been sexually abused by the perpetrator since the age of 12, when he began to stay with her family.

2. Key Themes arising from the Review

- 2.1 A number of key themes have emerged from this review, which are important to the improvement of practice.
 - **Parental discord, domestic abuse and the emotional impact on children**
- 2.2 There is growing evidence that children who live in families where there is domestic abuse can suffer serious long-term emotional effects. A child's fear and anxiety will affect their self-

¹ [Working Together to Safeguard Children \(2015\)](#) - NB this guidance was updated in 2018, however this Serious Case Review was commissioned prior to the update. The update to the guidance included the fact that Local Safeguarding Children Boards should become Local Safeguarding Children Partnerships.

confidence and often make them depressed, withdrawn or violent.² Research by The Children's Society found that children experiencing domestic violence and abuse could see a negative impact on their mental health and wellbeing, school attendance and achievement, emotional development and physical safety.³

2.3 Clare and her siblings witnessed ferocious verbal arguments and violence between their parents and between mother and another partner throughout their childhood. The impact of exposure to prolonged periods of parental discord, which was prevalent during Clare's short lifetime was manifest in her exhibiting insecurity, anxiety and vulnerability, particularly whilst at primary school. The children were at the very centre of parental arguments which resulted in them experiencing significant emotional harm, and at times physical abuse.

2.4 As a consequence, the children were subject to Child Protection Plans and the PLO process was initiated. Despite these measures, outcomes for the children were inconsistent in ensuring their safety and emotional wellbeing. There was a well-intentioned belief, on the part of those professionals involved that the situation would improve, however, this resulted in a lack of focus on the needs of the children.

- **Disguised compliance and hostility towards professionals**

2.5 The engagement of parents with safeguarding professionals is key to the assessment of risk to children. From information provided to the review, by multiple agencies, Mother was described as being at times 'defensive', 'controlling', 'aggressive' and 'intimidating'. She was able to influence professional judgement in her engagement with health, school and Children's Social Care, and indeed the court, in ways similar to those she affected with the fathers of her children. For example, Mother was determined that Clare and her siblings remained in her care, and on succeeding in an application to the court for care and control, ensured that it would prove difficult for Father to maintain contact with his children and they with him.

2.6 It is apparent that Mother was largely able to manage situations involving the children on her terms in her involvement with all agencies, which proved to be detrimental to the well-being of the children. The review recognises the difficulties faced by professionals in attempting to engage with parents presenting in this way. However, such behaviour should not be allowed to detract from the need to focus on the safety and wellbeing of children. Thus, professionals need to be aware of disguised compliance, be resilient when faced with hostility, and confident in understanding when to escalate their concerns.

- **The role of CAMHS and diagnosis of children with ADHD**

2.7 Mother believed that both Clare and one of her siblings had Attention Deficit Hyperactivity Disorder (ADHD). She was persistent in this belief when meeting with teachers, Primary Care clinicians and with CAMHS practitioners. However, in respect of Clare both the school and the GP considered that she did not present as a child with ADHD. On receipt of referrals assessments were undertaken, which resulted in both Clare and her sibling being assessed by CAMHS clinicians as requiring medication to ameliorate their behaviour.

2.8 The review found that the standard pathway for ADHD assessment in respect of Clare was not followed. A number of screening tools and assessments which were part of the usual

² Barnardo's <https://www.barnardos.org.uk/what-we-do/helping-families/domestic-abuse>

³ The Children's Society <https://www.childrensociety.org.uk/mental-health-advice-for-children-and-young-people/domestic-violence>

procedures were largely bypassed, the reason being that the family was known, Clare's sibling already having been assessed as having ADHD, and the insistency by mother that Clare's behaviour at home and at school was indicative that she had the condition.

2.9 The review has been informed that a clearly defined pathway for ADHD is now in place, consisting of four appointments and completion of various screening tools. Solent NHS Trust has confirmed to the review that this ADHD pathway document has been disseminated.

- **Male partners in the family environment**

2.10 The importance of agencies sharing known information concerning the background of males who become involved with children and families cannot be underestimated. Clare and her siblings had experienced different male partners coming to live in their home, after father had left. This resulted in the children witnessing the distress of parental discord, argument and violence and led to them being made subject to child protection plans because of the risk of emotional harm. The arrival of a male who was allowed to stay as a semi-lodger with the family, however presented a different risk of harm.

2.11 Mother informed the review that she was unaware of this man's history of violence and if she had, she would never have allowed him into her home. He was well known and appeared to be well liked and trusted in the local community. This man was however, also well known to Police and Children's Social Care did have knowledge of elements of his background. Before being sentenced to life imprisonment for Clare's murder the perpetrator had numerous previous convictions, which included theft, battery, criminal damage, domestic violence and possession of cannabis.

2.12 Agencies, including Children's Social Care, were aware of the perpetrator's criminal history. The referrals by Clare's secondary schools detailing concerns about Clare's involvement with this man did not progress further than the 'Front Door' to the Multi Agency Safeguarding Hub (MASH), which resulted in no multi-agency sharing of information held by Police, the School and Children's Social Care. The referrals needed to be treated as one of child protection. If this had happened, a Strategy Discussion under Section 47 of the Children Act, 1989 could have been convened concerning the risk this man posed to Clare and her family. This did not happen and was a missed opportunity.

- **The importance of the Public Law Outline & the need for robustness in the Child Protection Process**

2.13 Concerns about the welfare and safeguarding risk posed to the children resulted in Children's Care appropriately requesting that a legal planning meeting being convened. This resulted in a decision that the children were suffering from emotional harm, which met the threshold for a PLO.

2.14 The PLO process should not take any longer than 16 weeks from the time of commencement. In this case, it continued for fifteen months after the decision was taken to commence the process. During this time, Capacity to Care Assessments were undertaken on mother, father, and the father of one of Clare's half-siblings. Clare and her sibling also underwent therapeutic assessments. There is no documentation available to the review as to the outcome of those assessments informing any decisions made about the future of the children.

- 2.15 The PLO had been in place for ten months, when a solicitor in the Local Authority Legal Services Department questioned why the process was taking so long. A decision was then taken that as the process had been going on for many months and the prospect of care proceedings being successful was remote, the PLO should be withdrawn. The PLO was not however withdrawn for a further five months. During this period Legal Services sought instructions on several occasions from Children's Social Care as to how to proceed. However, the lack of timely decision making which would have ensured that the PLO process progressed appropriately and efficiently, meant that this process was allowed to drift. This can only be described as poor practice, which resulted in the court not being given the opportunity to decide what was in the best interests of the children.
- 2.16 In response to questions raised as to why this case was allowed to drift, the Lead Reviewer has been informed that there was no designated business support for Children's Services to support the Legal Gateway process, as such services are shared across departments in Southampton City Council. Given the demands on Children's Social Care to fulfil their statutory duty to care and safeguard children, it is seriously concerning that such support was not in place. It is recognised that business support provide administrative assistance in this process, and not the management of cases which remains the responsibility of Children's Services. It can be said that the welfare and best interests of Clare and her siblings were compromised by the system for review of PLO processes, and has resulted in a recommendation arising from this review. (Recommendation 2).
- 2.17 The children remained subject to Child Protection Planning until February 2016 when a Review Child Protection Conference decided that the case be stepped down to one of Child in Need. This was a split decision and the outcome to proceed to Child in Need plans was one endorsed by the chair of the review conference. Within months of the Child in Need planning being closed the perpetrator moved into/began to stay in the family home.
- 2.18 The importance of clear, comprehensive child protection planning, and child focused decision making, is a finding of many Serious Case Reviews. Unfortunately, this case is not an exception. The children were subject to Child Protection Plans on two occasions over a three year period. They remained on Child Protection Plans for almost another three years thereafter, and for a year on Child in Need plans. The question needs to be asked, not only why the children were subject to Child Protection Plans for so long, but also whether by the time the decision was taken to remove them from plans, full consideration had been given that the risk to their wellbeing had diminished and that they were no longer considered to be at risk of significant harm. The decision, at a Review Conference, to remove them from child protection planning was not a unanimous one and would indicate that there were concerns amongst some agency representatives that the children remained at risk. The crucial importance of comprehensive information being available at Child Protection Conferences, the need to challenge decisions which are not unanimous and the recognition of safeguarding risk by professionals from all agencies cannot be underestimated and is a finding of this review.
- **Lack of Professional Curiosity**
- 2.19 Lack of professional curiosity is a frequent theme emerging from Serious Case Reviews. It has been illustrated in this report that there was lack of further investigation by Police into the perpetrator's background when he came to their attention, prior to Clare's death, not least when it became known he was tattooing under-age young people. Similarly, there should have

been an escalation from the Front Door to the MASH of the concerns raised by the schools about Clare's involvement with an older man.

2.20 Whilst it is acknowledged that as a male, known in the community and to mother and her partner, the perpetrator was able to inveigle himself into the family home; the significance of recognising what constitutes a safeguarding concern and seeking additional information when a safeguarding referral is made to statutory agencies is a fundamental requirement of professional practice. By not following up on the concerns expressed about this man, an opportunity was missed to consider the risks he presented to Clare and other young people.

- **Listening to Children**

2.21 Whilst Clare did not share that she was being abused by the perpetrator with her mother, she did disclose to friends at school that she had an older boyfriend. The two secondary schools she attended took appropriate action and referred this information to the Front Door of the MASH. This showed that both schools had a good understanding of child sexual exploitation and sought to protect Clare from this situation by escalating their concerns.

3 Learning Arising from the Review

3.1 The most significant learning arising from this review can be summarised as follows:

3.2 **Parental Discord and domestic abuse:** The impact of parental discord and domestic abuse on the emotional health and wellbeing of children must be recognised and given sufficient importance by professionals involved in safeguarding children.

3.3 **Disguised compliance and hostility towards professionals:** Parents can be intimidating and at times aggressive to health professionals, teachers and social workers. However, such behaviour cannot be allowed to detract from the necessity to keep the best interests of children and their safety at the centre of all professional practice.

3.4 **The role of CAMHS and the diagnosis of children with ADHD:** The need to recognise that ADHD can arise as a result of attachment disorders and parental relationship difficulties is a learning point arising from this review. Whilst it is often not possible to explore underlying issues such as relationship difficulties until a child has been treated with medication to manage their behaviour and thereby be able to focus on such issues, the need for appropriate assessment and proportionality in the prescribing of medication by clinicians is vital.

3.5 **Robustness of the Child Protection Process:** the importance of clear, comprehensive child protection decision making, and planning is crucial, if children are to be safeguarded and cases are not allowed to drift. It is of note that in 2015, a new system was implemented within Primary Care in the City of Southampton to support the Initial and Review Child Protection Conference process coordinated by Children's Social Care.

3.6 **Information sharing amongst agencies:** as so many statutory reviews into the death and serious abuse of children have found, the importance of information sharing by and within agencies cannot be underestimated.

3.7 **Lack of professional curiosity:** the significance of recognising what constitutes a safeguarding concern and seeking additional information when a safeguarding referral is made to statutory

agencies is a fundamental requirement of professional practice. The recognition by the Local Authority that the use of a particular methodology to assess referrals to the MASH, which was in place prior to Clare's death, was not in the best interests of safeguarding children is a finding of this review.

- 3.8 **Listening to children:** the need to listen to children, whether they speak directly to professionals or indicate worries and concerns indirectly by their actions and behaviour is an important lesson arising from this review.

4 Good practice

- 4.1 The care and concern shown to Clare and her sibling by the staff at their primary school is commended and is an example of good practice, as is their escalation of safeguarding concerns to Children's Social Care.
- 4.2 The therapy offered by the Behaviour Resource Service (BRS) to Clare and her sibling positively contributed to their wellbeing and emotional health. It is commended as an example of good practice.
- 4.3 The referral of concerns about Clare and her involvement with the perpetrator by both secondary schools is also commended as examples of good practice.

5 Conclusion

- 5.1 As a result of this review a number of partner agencies who have been involved in the process have changed procedures to enhance the way in which children are safeguarded. This includes changes to management responsibility for PLOs, a review of MASH procedures, a clearly defined pathway for ADHD and a new system in Primary Care in the City of Southampton to support Initial and Review Child Protection Conferences. Further learning arising from the review is reflected in single agency action plans and recommendations. This is in addition to the recommendations arising from this Serious Case Review.

6 Recommendations

The following recommendations are for the consideration of Southampton Safeguarding Children Partnership:

Recommendation 1

- (a) When referrals are received into the MASH investigations are undertaken to ensure that all relevant information is gathered from agencies to make an informed decision as to the risk of harm to a child.**
- (b) It is recommended that an independent audit of current MASH procedures is undertaken to reassure the Partnership that referrals are receiving appropriate priority and adequate investigation by appropriate information gathering.**

Recommendation 2

- (a) It is recommended that an independent audit is undertaken of Public Law Outline cases to ensure that required procedures and timescales are adhered to and cases are not subject to drift.**

(b) The system whereby no designated business support is available to strengthen the legal gateway process requires urgent review.

Recommendation 3

(a) All agencies are to be reminded of the impact of domestic abuse on the health and emotional wellbeing of children, and support offered to professionals to adopt a trauma informed approach.

(b) Intimidating and aggressive behaviour by parents and carers cannot be allowed to detract from the importance of professionals focusing on the safety and protection of children. The Partnership should seek assurance that the provision of safeguarding training to raise awareness of disguised compliance, and regular, reflective supervision is being delivered and accessed by professionals. If this is not happening, then action should be taken to ensure that the situation is addressed.

Recommendation 4

It is recommended that an independent audit is undertaken of CAMHS to ensure that the pathway for children diagnosed with ADHD introduced by Solent NHS is adhered to, and that children are not being medicated unnecessarily to enable them to remain in education.

Recommendation 5

It is recommended that a formal procedure is developed to ensure that where siblings attend different schools, information is shared between each individual school to ensure that an overall picture of a child and their family is available to teachers and education professionals.

Recommendation 6

It is recommended that Southampton Children’s Safeguarding Partnership gives consideration to launching a campaign to raise awareness amongst parents and carers of the need to be curious about the background of males who are invited into their homes. The toolkit used by Hampshire Safeguarding Children Partnership may assist this recommendation.

<https://www.hampshirescp.org.uk/toolkits/understanding-unidentified-adults/practical-tools/>

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Southampton Safeguarding Children Partnership Response – Clare

This Serious Case Review was commissioned by the Southampton Local Safeguarding Children Board in 2018. The review considers the circumstances of a child for the purposes of the review is known as Clare. Clare’s family had been known to statutory agencies in Southampton for a number of years and the children in the family had been subject to child protection and child in need planning in the past.

This independent review brought together the contribution of a number of agencies and professionals that had been or were involved with Clare and her family and gained the perspectives of Clare’s parents. The report captures points of learning and improvement and has made recommendations for Southampton Safeguarding Children Partnership to continue to take forward.

The Southampton Safeguarding Children Board transitioned to the new Southampton Safeguarding Children Partnership (SSCP) in September 2019 in accordance with the new statutory guidance, Working Together to Safeguard Children 2018. The SSCP, under the joint leadership of the Safeguarding Partners, have overseen the completion, publication and response to this Serious Case Review.

The Safeguarding Partners in Southampton endorse the recommendations made by the review author and will continue to work to ensure the recommendations are implemented and understood by practitioners.

This document provides the responses by the Southampton Safeguarding Children Partnership and individual partner agencies to any recommendations made to them.

Recommendation 1a.

When referrals are received into the MASH investigations are undertaken to ensure that all relevant information is gathered from agencies to make an informed decision as to the risk of harm to a child.

In February 2019 the Multi Agency Safeguarding Hub was subject to a review by two independent consultants. In March 2019 there was a detailed audit of MASH practice and decision making. The service area completed improvement activity against the recommendations and a further review in summer 2019 provided assurance.

The Ofsted ILACS standard inspection in November 2019 stated that:

Most children and families receive a prompt and proportionate response to enquiries and referrals to the MASH. The MASH benefits from the co-location of a wide range of partner agencies, promoting easy and quick information sharing that informs subsequent

recommendations and decisions. Referral thresholds are not always well understood and applied by partner agencies, and this is compounded by some inconsistent decisions by managers in the MASH. This results in a small number of children not receiving the right level of help.

The understanding and application of thresholds is an area of improvement in the Children's Services post-inspection plan and this includes work with the Southampton Safeguarding Children's Partnership.

From March 2020 to May 2020 there have been weekly dip samples of MASH decision making with a report to the Children and Families Service management team. Decision making and outcomes have been found to be appropriate in the majority of cases. A management audit of MASH is scheduled biannually, as part of the service Quality Assurance Framework.

The OFSTED inspection report (November 2019) also states that:

The quality and type of referrals made to social care are not always appropriate or well informed, particularly those from the police. Pre-referral triaging is slowly improving, but MASH staff still devote too much time screening out unnecessary contacts. Consent from families to share information is appropriately sought and overridden by managers when necessary.

Again, these areas for improvement are in focus, through the Children's Services post-inspection planning and work with the SSCP.

Hampshire Constabulary understand the need to improve the quality of their referrals via their Police Protection Safeguarding Notification (PPN1s) submissions and take an active part in multi-agency audits and inspections in order to better understand how partners work and what they require.

The constabulary has started a multi-agency PPN1 scrutiny panel to look at the issues relating to the completion of PPN1s and further work will be undertaken with officers and staff in the near future using face to face briefings and training. Policy Optimisation Drops (online training) will be used to inform officers and staff around the requirements in PPN1s. This work will be developed in conjunction the constabulary's Child at Risk Strategy

Recommendation 1b.

It is recommended that an independent audit of current MASH procedures is undertaken to reassure the Partnership that referrals are receiving appropriate priority and adequate investigation by appropriate information gathering.

As noted above, the findings of the independent review of MASH were responded to in 2019 and the Children's service has embedded the audit methodology used by the independent review into its own quality assurance framework to ensure that there is ongoing scrutiny of practice in the MASH.

The independent audit will take into account the Ofsted inspection findings (November 2019) and the Children's Services Inspection Improvement Plan (ongoing). The scope of the audit will be confirmed with strategic partners through the Safeguarding Children's Partnership and MASH Strategic Group.

Recommendation 2a.

It is recommended that an independent audit is undertaken of Public Law Outline cases to ensure that required procedures and timescales are adhered to and cases are not subject to drift.

Public Law Outline (PLO) was subject to scrutiny through an independent reviewer, commissioned by Children's Services in 2019; with PLO guidance reviewed as a result. In November 2019, the Ofsted Inspection report concluded that:

A small number of children wait too long for pre-proceedings to be started or are held in the pre-proceedings phase for too long. However, the majority are timely and appropriately concluded. The quality of letters to parents differ. All letters document concerns and expectations, but some could be improved using plain and simple English. The pre-proceedings phase ensures that most critical assessments are completed.

Children's Services now track and monitor timeliness in this area through its post-inspection improvement plan. It is recommended that this information is shared with the Safeguarding Children's Partnership as part of its biannual safeguarding improvement report, in order to provide ongoing assurance.

Recommendation 2b.

The current system whereby no designated business support is available to strengthen the legal gateway process requires urgent review.

Since this recommendation was made, review of this area of work has resulted in the following changes.

The role of designated business support to strengthen the legal gateway process has been confirmed and is in operation. There is a central tracking mechanism in place to support the monitoring of the legal gateway process. The quality assurance framework includes thematic review of the legal gateway process. The SSCP will be provided with assurance of the effective operation of the legal gateway process as part of Children's Services regular assurance reporting.

Recommendation 3a.

All agencies are to be reminded of the impact of domestic abuse on the health and emotional wellbeing of children, and support offered to professionals to adopt a trauma informed approach.

Considerable training and guidance is offered by partnership agencies and as a collective partnership. This has included training around domestic abuse and adverse childhood experiences.

The SSCP received a report in September 2020 regarding Restorative Practice, Adverse Childhood Experiences and Trauma Informed approaches from Children's Services. This identified collective actions to be taken to ensure professionals are considering and recognising the impact of domestic abuse on children and the need to be trauma informed in our response. With Children's Services as the lead, SSCP agencies are engaging with training around Restorative practice which supports trauma-informed responses in work with children.

The SCC Children and Families Service training offer 2019/2020 included training on:

- Adverse Childhood Experiences (ACEs) – 5 workshops
- Solihull Approach seminars – 4 seminars
- Attachment (1 session), Brain Development (2 sessions), Understanding Trauma Workshops (1 workshop)
- Domestic Abuse and impact on children and young people – 3 sessions
- Working with families and disguised compliance – 1 session

There were 437 attendees. Plans for 2020/2021 include the continuation of these sessions when face to face training is resumed. In the meantime, resources and details of online training are being sent to the SCC workforce electronically.

The service has also recently reviewed its risk management and assessment guidance and guidance around the use of Child Safety Agreements in light of Ofsted feedback regarding Children's Services response to domestic abuse.

Moving forward, Children's Service will work to ensure consistent understanding of the impact of domestic abuse. Children's Service is tracking access to and uptake of domestic abuse training as part of its post-inspection plan. Assessment Teams have already undertaken work with the IDVA Manager. Protection and Court colleagues are working with the Principal Social Work Team to develop and embed learning with staff through learning circles.

Hampshire Constabulary are developing trauma informed approach to policing, embedding the understanding of adverse childhood experiences and resilience factors continues. Officers and staff have been trained to become Trauma informed Educators by Rockpool funded through the violence reduction units and custody staff in Basingstoke have been trained. Trauma informed training has been embedded within initial training for officers, the Neighbourhood Excellence course and Responding with excellence. However this will form part of ongoing work which will require cultural change to ensure that officers understand what they should be doing differently when attending incidents and submitting information to partners.

Governance by the Integrated Public Service Board. Emerging Strategic Plan – A life course approach.

Strategic Aim 1: To embed trauma–informed and restorative practice that promotes early intervention and prevention across all public services within Hampshire, Isle of Wight, Portsmouth and Southampton

Strategic Aim 2: To ensure that that there are a range of universal, selective and targeted interventions in place to prevent or reduce the impact of ACEs & Trauma at a population level

The Clinical Commissioning Group continue to offer regular training sessions to primary care and other private health providers, including domestic abuse and the impact of Adverse Childhood Experiences and trauma.

Education staff are committed to raising the awareness of Adverse Childhood Experiences. We have provided information through the Safeguarding updates, DSL updates and online resources to support school staff use a trauma informed approach. Health colleagues (Child and Adolescent Mental Health Services, the Clinical Commissioning Group and Public Health England) continue to provide information in relation to online training and resources to support a trauma informed approach.

Operation Encompass is in operation is Southampton Local Authority area. This recognises the need for support to be in place for children who have been impacted by domestic abuse through effective early information sharing.

Recommendation 3b.

Intimidating and aggressive behaviour by parents and carers cannot be allowed to detract from the importance of professionals focusing on the safety and protection of children. The Partnership should seek assurance that the provision of safeguarding training to raise awareness of disguised compliance, and regular, reflective supervision is being delivered and accessed by professionals. If this is not happening, then action should be taken to ensure that the situation is addressed

The SSCP are working to ensure continued delivery of training for multi-agency colleagues in relation to disguised compliance. The delivery has been impacted by COVID -19 regulations and guidance. There are now plans in place to resume delivery in 2021 (in line with COVID-19 regulations).

In addition we are developing guidance for multi-agency staff to support them in this challenging area or work. The SSCP will continue to seek assurance that the reflective supervision being accessed by multi-agency staff is maintained in terms of sufficiency and quality.

The CCG will work with safeguarding children partnership colleagues to ensure that any specific training that is available to multi-agency colleagues regarding disguised compliance is shared with and offered to primary care colleagues and safeguarding leads within other health providers. This topic can also be covered during the regular training sessions and planned webinar sessions that the CCG team will be offering to primary care and other health providers, particularly in relation to “learning from case” review sessions.

Hampshire Constabulary have developed a business case to be submitted to commission Sandstories Training (Disguised Compliance) on an annual basis to support continued awareness of repeated SCR recommendation for Child Abuse Investigation Team (CAIT) officers linked to the above.

A Sandstories Disguised Compliance event has already been held in Nov 2019 with 20 CAIT participants. Feedback supportive of wider rollout. This has been impacted by COVID-19, however a short Learning Matters bulletin in regards to disguised compliance as an interim measure

All Education staff receive regular safeguarding training/refreshing which includes recognising and raising awareness of disguised compliance. In addition, reflective supervision is currently provided by psychologists within SCC (Clinical and Educational) to social care colleagues. Education professionals have access to reflective supervision on a regular basis and school colleagues can purchase in from the EP service.

Childrens service has commissioned Sand stories disguised compliance training since November 2018. To date, the courses have been fully subscribed and 50 practitioners have attended.

Feedback about the training has included:

‘I have been on many training events in my time but this is one of the best that I have ever attended’.

‘Very powerful training and made me self-reflect on my work’

‘I will aim to be more authoritative in my practice and have learnt not to apologise for putting the child at the centre of my work’.

‘This training has refocused the children back into centre of all of the cases I am working on’.

Moving forward, the service needs to ensure that there is a strategic approach to practitioners engaging with the training, to ensure that knowledge and expertise is spread across the service

Recommendation 4.

It is recommended that an independent audit is undertaken of CAMHS to ensure that the pathway for children diagnosed with ADHD introduced by Solent NHS is adhered to, and that children are not being medicated unnecessarily to enable them to remain in education.

Solent NHS Trust has completed an internal audit (led by the new Nurse Consultant within CAMHS). Early indications (reported by the Named Nurse for Safeguarding Children) are that the audit has been positive in its findings. The audit and findings has been shared with the Serious Incident Learning Group of the SSCP for assurance.

The Clinical Lead for Children within the CCG is aware of this work.

Recommendation 5.

It is recommended that a formal procedure is developed to ensure that where siblings attend different schools, information is shared between each individual school to ensure that an overall picture of a child and their family is available to teachers and education professionals.

This recommendation will be included in the Guidance for safeguarding policies for Education settings which is reviewed annually each August.

How settings ensure they follow this recommendation will be determined by the size of the family, number of schools attended and any legal processes already in place.

Recommendation 6.

It is recommended that Southampton Children's Safeguarding Partnership gives consideration to launching a campaign to raise awareness amongst parents and carers of the need to be curious about the background of males who are invited into their homes. The toolkit used by Hampshire Safeguarding Children Partnership may assist this recommendation.

<https://www.hampshirescp.org.uk/toolkits/understanding-unidentified-adults/practical-tools/>

As part of the response to this review, the Southampton Safeguarding Children Partnership will work to ensure awareness is raised amongst parents and carers. This has, in part, been actioned by the publication of the review, and the communications that surround this, but also relies on increased awareness amongst professionals which will be achieved through considering the toolkit developed by colleagues from the Hampshire Safeguarding Children Partnership.

ENDS

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DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	CHILDREN'S SERVICES IMPROVEMENT PLAN
DATE OF DECISION:	3 DECEMBER 2020
REPORT OF:	EXECUTIVE DIRECTOR CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY

Not applicable

BRIEF SUMMARY

To brief the Panel on progress against the revised Children and Learning Improvement Plan.

RECOMMENDATIONS:

	(i)	That progress be noted
	(ii)	That there is a further update to the Scrutiny Panel in February 2021.

REASONS FOR REPORT RECOMMENDATIONS

1.	The journey for the improvement in the outcomes by Children's Services requires a robust improvement plan and oversight by the Scrutiny Panel.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	None
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DETAIL (Including consultation carried out)

Review of Plan	
3.	The updated improvement plan, attached as Appendix 1, was submitted to Ofsted in October 2020. There has been no formal feedback, although Ofsted will review progress against the plan during the next round of inspection activity. The service was notified of a focused visit in October 2020. However, this was postponed due to the second lockdown.
4.	The service provided a performance report to the Improvement Board in November 2020 and this is appended as Appendix 2. The performance report contains an overview of performance across the service and this is summarised in the following paragraph.

Overview of performance across Children and Learning KPI's

GOING WELL OR BETTER

- Timeliness of MASH decision making maintained during pandemic
- Percentage of authorised care plans remains consistent
- Percentage of children leaving care via adoption route has recovered after pandemic had impacted upon court activity
- Percentage of children leaving care by Special Guardianship route has recovered after pandemic had impacted upon court activity
- Percentage of authorised pathways plans remains good
- Percentage of care leavers in touch and in suitable accommodation remains consistent

ONES TO WATCH

- Sickness absence is reducing overall, but monthly increases are still evident
- Conversion from contacts to referrals is still higher than we would like it to be
- Rate of Initial Child Protection Conferences is not stable
- Timeliness of single assessment completion shows a small reducing trend
- There are better levels of contact with children with CPP, but this needs to improve further
- CSE numbers require investigation; although missing LAC episodes is an improving picture
- Timeliness of LAC visiting needs to improve
- Early Help data needs to be confirmed by data team

THINGS TO DO BETTER

- Caseloads remain too high in assessment, Protection and Court (PACT) and Looked after Children (LAC) teams
- The level of agency workers remains too high
- Audit completion has reduced, with an impact on the Year of the Child cohort
- ICPC timeliness has decreased notably in October 2020
- Rates of sec.47, children subject to child protection planning and looked after children remain high
- Education Training and Employment engagement for 17 – 18 year old care leavers has reduced
- Use of IFA is static and in house foster placements shows a reducing trend.

Areas where the service can evidence progress:

Overview of performance across Improvement Plan

GOING WELL OR BETTER

- Impact of IRO staffing *evidenced by recruitment activity, IRO alerts, IRO performance data*
- Practice model has been agreed *evidenced by meeting record;*
- Panels maintained and extended *evidenced by meeting records*
- Numbers of Early Help cases with open assessment *evidenced by performance data*
- MASH performance; *evidenced by performance data*
- Ongoing oversight of LADO function *evidenced by management audit records*
- Ongoing oversight of EHE response *evidenced by monthly reports*
- Focus on SEND; *evidenced by draft of self evaluation, EHCP completion performance and audit report*
- Focus on good working relationship with Cafcass; *evidenced by meeting records*
- MET performance and oversight; *evidenced by RHI data, operational group meeting records and tracker*
- Edge of Care referrals and case numbers continue to increase and impact is evident; *evidenced through performance data*
- Youth justice strategy, staffing and service responses to disproportionality and first time entrants showing progress; *evidenced through YJMB minutes and audit*
- LAC performance – planning authorisation and timeliness; *evidenced through performance data*
- Supervision in LAC; *evidenced by audit return*
- Virtual school performance; *evidenced through suite of Virtual Head Teacher's reports*
- Good suitable accommodation performance (include use of B and B); *evidenced by performance data*
- Fostering annual audit; *evidenced by audit report and Service Delivery Plan*
- Fostering statement complete; *evidenced by Corporate Parenting Committee minutes*
- Good performance in respect of adoption timeliness, numbers of children adopted, completion of life story books and case exemplar; *evidenced by performance data and service reports*
- Completion of SCR overview report / development of CSAFE framework and webinar; *evidenced by reports and webinar film*

An overview of the critical challenges - Here, the Executive Director asked the service to define the critical areas for ongoing focus and these are identified as:

Key practice themes: Assessment (case summary / chronology); SMART Planning; Participation / direct work (Visit record); Supervision.

Enablers: Recruitment and retention; Reflective Supervision; Response to key practice themes (neglect, trigger trio); Practice Model.

Understanding the quality and impact of practice: Audit schedule and completion.

Overview of performance across Improvement Plan	
<p>THINGS TO DO BETTER</p> <p>Key practice themes: Assessment (case summary / chronology); SMART Planning; Participation / direct work (Visit record); Supervision</p> <p>Enablers: Recruitment and retention; Reflective Supervision; Response to key practice themes (neglect, trigger trio); Practice Model</p> <p>Understanding the quality and impact of practice: audit schedule and completion</p> <ul style="list-style-type: none"> • Reducing the number of agency workers; the number of social workers per child and recruiting into vacant management posts. Increasing the number of foster carers (including suitably trained carers for vulnerable adolescents). • The quality of supervision (including reflective supervision) and direct work (and recording of children seen alone in PACT) • Audit completion – the level of completion across the service and ensuring a schedule for thematic audits (Inc. step down, viability) • The level of eligible two year old Early Years funding being accessed • The review of the Continuum of Need • The implementation of learning circles across the service • Across Assessment / PACT– the quality of assessment, risk assessment, voice of the child, planning and response to domestic abuse • Child protection – ensuring management audits are undertaken and CP champions are recruited • Review of our Practice Standards • Increasing the number of looked after children with plans for permanence. • Increasing the completion of life story work for LAC • Improving the quality of care plans • Increasing the level of LAC participation • LAC access to emotional wellbeing support • EPEP completion and ETE performance for care leavers • Improving placement stability analysis and provide foster carers training update • Scheduling thematic audits against serious case review themes and extend training around neglect 	
Governance	
5.	The Improvement Board convened in November 2020 with revised membership and Terms of Reference. Membership now includes senior leaders from safeguarding partner agencies; improvement leads from the Department for Education and Local Government Association and the chairs of the staff reference group. An independent chair of the Board has been identified and will assume her responsibilities in January 2021.
6.	The chairs of the staff reference group, convened in response to the collective grievance, presented positively on staff engagement development and the work of the group. The presentation is attached as Appendix 3. The Improvement Board also received a presentation from the MASH and Assessment Service; maintaining the 'line of sight' on key service areas.
Update on Whistleblowing Action Plan	
7.	The Improvement Board received an update on the whistleblowing action plan, and this is attached as Appendix 4. Evidence was provided of traction against the five key priorities. Progress against the plan will be reported to the Scrutiny Panel through this report.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
8.	None at this stage
<u>Property/Other</u>	
9.	None at this stage
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
10.	S.111 Local Government Act 1972

<u>Other Legal Implications:</u>	
11.	None
RISK MANAGEMENT IMPLICATIONS	
12.	The overall improvement plan is risk assessed.
POLICY FRAMEWORK IMPLICATIONS	
13.	<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
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Children and Learning Improvement Plan – October 2020
2.	Performance Report – November 2020
3.	Staff Reference Group Report – November 2020
4.	Investigation Action Plan Position Statement – November 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

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**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 and Young People. 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.

We know there is much to do to deliver the very best outcomes for our children, young people and families. 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, aligned with cross cutting multi-agency plans (including responses to case reviews) 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 and Young People



Southampton Children and Young People 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 care experienced Children and Young People experience meaningful engagement in the design, delivery and place shaping of Southampton;

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

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

Moving forward at pace:

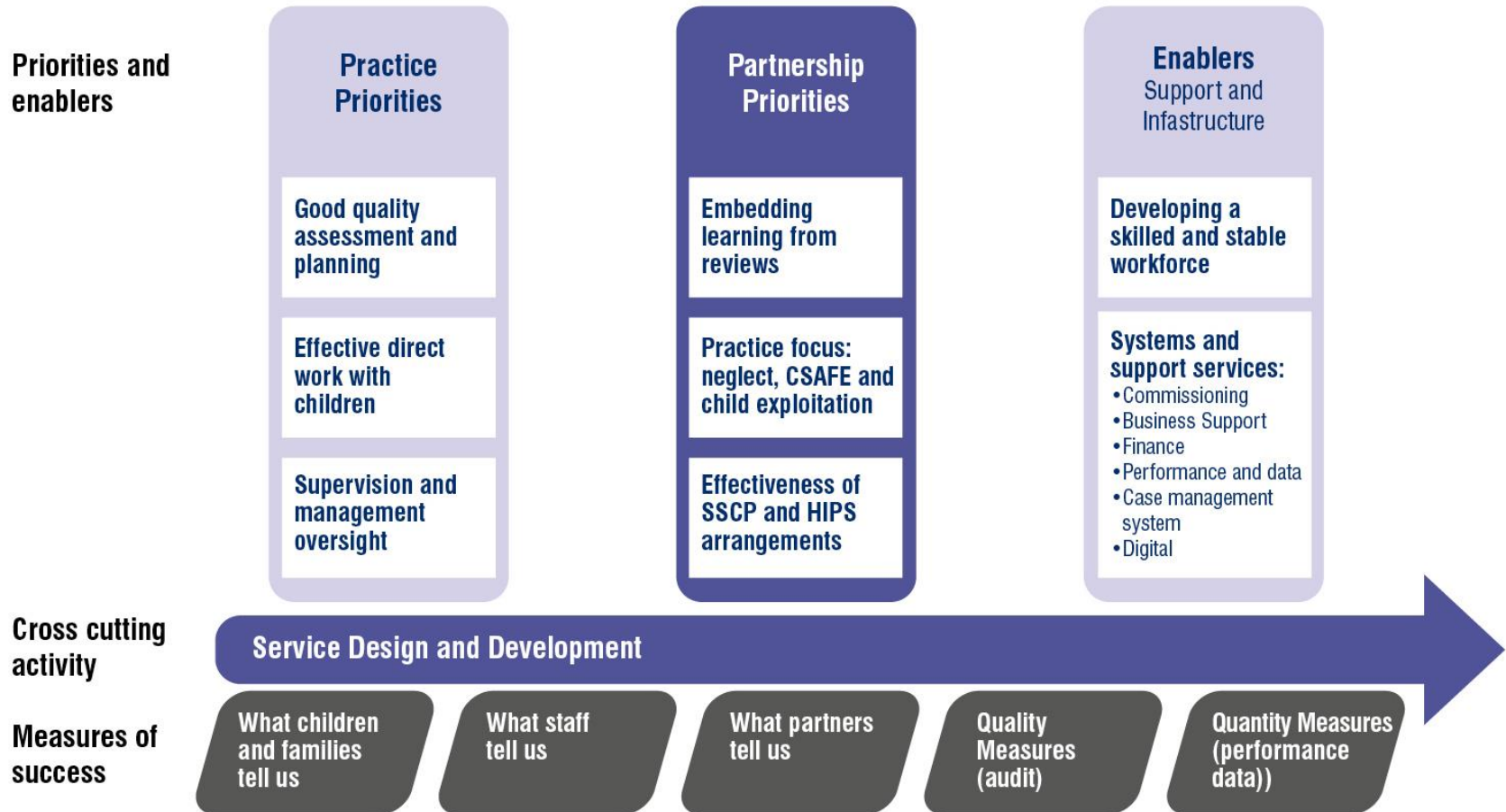
In Autumn 2020, led by the Executive Director for Children and Learning, we will translate our ambition into a cohesive Vision and Strategy for our staff and key stakeholders to get behind. We work hard with our partners to safeguard Children and Young People and we have welcomed senior leaders on to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

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

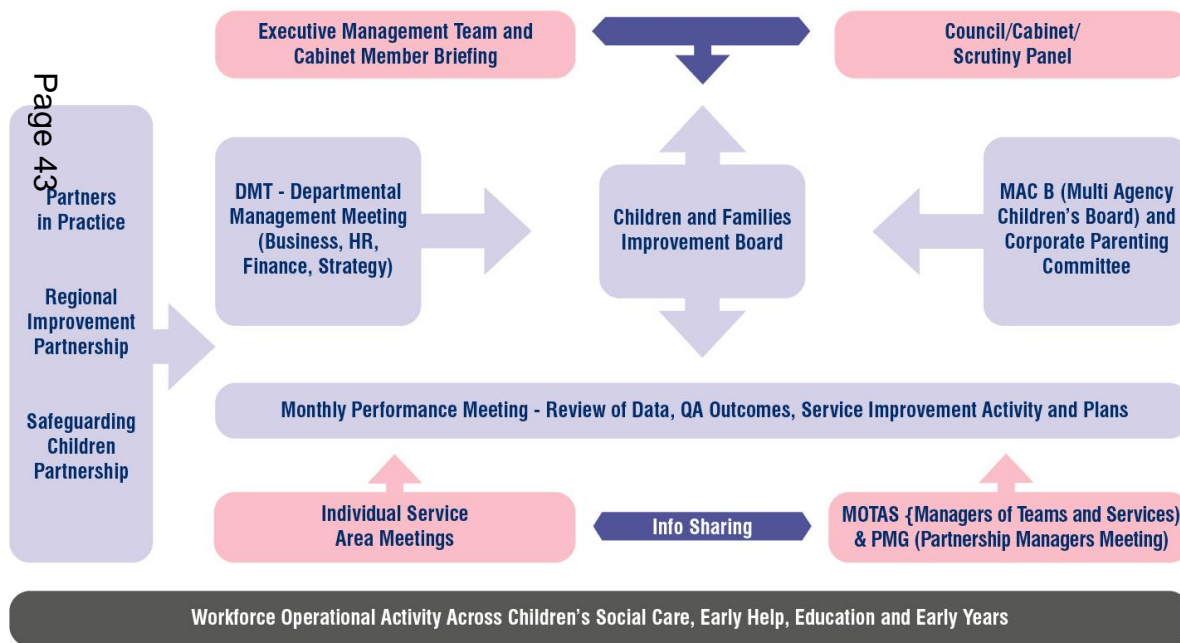
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Governance Structure

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)
- Chief Executive (annually)
- Deputy Chief Executive
- Cabinet Member, Children and Learning
- Cabinet Member, Finance and Resources
- Shadow Cabinet Member, Children, Young People and Learning
- Executive Director, Children and Learning
- Executive Director Resources
- Service Director of HR
- Head of Children's Social Care Services
- Head of Integrated and Specialist Services
- Head of Education and Learning Services
- Southampton CCG Managing Director
- Chief Superintendent Southampton Police
- Safeguarding Children Partnership Chair
- LGA representative
- DFE representative
- 2 x representatives from Staff Reference Group
- Partners in Practice representative
- Secondary and Primary Head teacher
- Special School Head teacher

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Leadership and Stability	Reduce Numbers and % Staff Turnover (rolling year) to 5% or less overall	5% social worker; 9% overall	4% social workers; 2% overall <i>Local Indicator</i>	5%	Workers will build long term uninterrupted relationships with Children and Young People so that their plans are progressed.
	Reduce Sickness absence days per employee to 8 days or less 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 to 5% or less of headcount	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 and Young People.
	Reduce and maintain caseload numbers to an average of 20 children per FTE allocated social worker in PACT and 15 in LAC services	18 (cross service)	18 overall Caseloads are above 25 children in PACT and 20 in LAC	20 allocated children per worker in PACT; 15 per	Social workers will have the time to complete good quality work with children and families.
	Measure	Baseline	Actual (July 2020)	Target	Outcome
Quality Assurance	Ensure 90% or more of scheduled audits completed as per annual audit programme	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
	Ensure 80% or more of children open to the service have 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 locality teams allocations in <10 days from referral to 90% or more	N/A	84% <i>Local Indicator</i>	90%	Children and Young People will receive effective and timely support early help support.
	Increase rate of Early Help Assessments completed per 10,000 0 – 17 yrs	81.1	101.4 <i>Regional 42.5</i>	120	Children and Young People will have their needs met through intervention at the earliest opportunity

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Measures that matter

MASH / EDT	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Ensure 100% of referrals are dealt with by MASH within 1 working day or less	94%	98% <i>Local Indicator</i>	100%	The safety of Children and Young People is supported by referrals being dealt with in a timely manner
	Reduce the % of contacts that become new referrals of Children in Need to 21% or less	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
	Monitor the 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 and Young People 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 to 100%	94.5%	94% <i>Local indicator</i>	100%	Safeguarding investigations in respect of Children and Young People are undertaken promptly.
Page 45 Assessment	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Reduce the levels of Section 47 (S47) enquiries started per 10,000 (0-17 year olds) across service areas to 19 overall	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
	Maintain the % of Single Assessments (SA) completed within 45 days to >76%	69%	93% <i>SN 76%/ Reg 81% / Nat 81%</i>	76% SN	Assessments completed in a timely manner to ensure Children and Young People receive the help they need without unnecessary delay
	Increase the % of children who's views were represented at their ICPC to 100%	75%	63% <i>Local Indicator</i>	100%	Children and Young People who are able to provide their views are represented at their Conference
Children with Disabilities	Measure	Baseline	Actual (July 2020)	Target	Outcome
	Ensure 85% or more children have visits completed within designated timescales / frequencies	82%	82% <i>Local Indicator</i>	85%	Children and Young People receive high support to meet their needs, reduce risk of harm and avoid potential for family breakdown. Parents of Children and Young People with SEND are supported to care for their children.

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Elective Home Education	Ensure 100% of all EHE cases within the priority cohort (CiN, CP, YOS) are allocated to an EHE Home visitor	N/A	100% <i>Local Indicator</i>	100%	Local Authority awareness of and response to Children and Young People not placed in school is robust.
	Ensure 100% of new cases of EHE 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	Ensure 90% or more of Education Health and Care Assessments are 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	Reduce the numbers of Children subject to CP Planning at Month end to target of 328 or less	464	426 <i>SN 388/ Reg 527 / Nat 439</i>	328	Child Protection Plans are in place for Children and Young People where it has been assessed that multi-agency intervention is required to keep them safe.
	Reduce the rate of children subject to child protection planning (per 10,000 0 – 17 years) to 65 or less	91	82 <i>SN 48/ Reg 44 / Nat 41</i>	65	The number of Children and Young People who require Child Protection Plans is at a level that is moving towards a comparable position with other local authorities like Southampton.
	Ensure 90% or more of children subject to a Child Protection Plan are seen in the last 15 working days.	79%	75% <i>Local Indicator</i>	90%	The service is in regular contact with Children and Young People subject to Child Protection planning to ensure that there is ongoing assessment of risk and opportunities to intervene effectively.

Measures that matter

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Children's Resource Service Page 47	Monitor the number of Edge of Care referrals	442	545 <i>Local Indicator</i>	623	The Edge of Care offer is used robustly for vulnerable families
	Maintain the % of cases showing significant improvement between start and latest 'goal-based scores' to >80%	87%	88% <i>Local Indicator</i>	>80%	Families situations improve as a result of an effective Edge of Care response
	Maintain the % of Edge of Care children that have remained with their family to >75%	80%	78% <i>Local Indicator</i>	>75%	Children and Young People will receive effective support to prevent deterioration of home circumstances
	Monitor the 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.
	Measure	Baseline	Actual (July 2020)	Target	Outcomes
Youth Justice	Ensure the rate of custodial sentences imposed on young people aged 10-17 at time of sentence is <0.3.	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 and Young People who commit serious offences.
	Ensure 75% or more of young people who are 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

	Measure	Baseline	Actual (July 2020)	Target	Outcomes
MET	Increase the % of (viable) missing episodes where RHI was offered (excluding OHA) to 90%	96%	100% <i>Local indicator</i>	90%	The needs and safety of Children and Young People who have been missing are responded to robustly.
	Increase the % of LAC missing episodes where RHI was offered to 90%	91%	100% <i>Local indicator</i>	90%	Looked after children who go missing receive effective support.
Looked after Children Page 48	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Safely reduce the total number of Looked After Children	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
	Reduce the Rate of looked after children per 10,000 0 – 17 years) to 82.4	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 to 95% or more	95%	95% <i>Local Indicator</i>	95%	Children and Young People have good quality care plans, to which they have contributed, and which meet their needs.
	Maintain the % of looked after children with a Personal Education Plan (PEP) at above 95%	97%	95%	95%	Looked after children will benefit from effective corporate parent overview of their educational needs.
Care leavers	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Maintain the % of Care Leavers in contact and in suitable accommodation to 81% or more	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 to 95% or more	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.
	Maintain the % of Looked after Children Placed in emergency beds / B&B at 0 (0%)	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	Increase the number of 'in house' foster carers	164	165 <i>Local Indicator</i>	200 by 2023	Secure placements, supported by confident and empathic carers.
	Increase the % of children placed in our own provision to 50% or more	47%	47% <i>SN 50%; Nat 50%</i>	>50%	Secure placements, in our own provision supported by confident and empathic carers.
	Increase the % of children whose permanence plan is long term fostering are matched with their carers to 80% more	NA	42% <i>Local Indicator</i>	>80%	Children and Young People receive permanence in a timely manner with prevention of drift
Adoption	Measure	Baseline	Actual (July 2020)	Target	Outcomes
	Number of adoptions	3 per month (12 month average)	2 per month	3 per month	Children and Young People who are being adopted will receive timely and effective support.
	Reduce the number of days between entering care and child moving to adoptive family	343 days	340 days <i>SN 463/ Reg 406 / Nat 486</i>	<463	Timely adoption matching will meet the needs of the child/ren
Safeguarding Children Partnership	Measure	Baseline	Actual (July 2020)	Target	Outcome
	Ensure that 100% of Child Safeguarding Practice Reviews and Serious Case Reviews are completed within timescales.	7 in progress	8 in progress 3 ongoing are part of a thematic 0 completed 0 in timescale <i>Local Indicator</i>	100% of reviews completed within timescales.	required that this is completed within timescales required and learning here it is identified a Child Safeguarding Practice Review is 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.



- Page 50 Subsequently, we can show rigorous and ongoing scrutiny of outcomes for Children and Young People 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 are moving 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.
- 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.



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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.

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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 and Young People 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 and Young People through out the period of lock down restrictions and resumed safe contact with Children and Young People across the service, in collaboration with partners at the earliest opportunity we could.
- We have retained an ongoing focus on the Protection and Court Sverice, 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 and Young People 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 monthly caseload 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 -20 April-21</p> <p>July -20 Jan-21</p> <p>Apr-21 Apr-21</p> <p>Jul-20</p> <p>Oct-20</p> <p>Oct-20</p>	<p>8 days per employee in rolling year</p> <p>Monthly Review</p> <p>Evidence of Six-weekly review of R&R action Plan</p> <p>Evidence R & R progress in SDPs bi monthly 5% turnover of staff</p> <p>Exit interviews to be offered to all leavers 5% of employee headcount as agency staff</p> <p>Plans to be reviewed bi-monthly Tracking of social worker allocations to 3 per child.</p> <p>Reduce caseload to an average of 20 children in PACT and 15 in LAC Service</p> <p>5% turnover rate</p> <p>5% turnover rate</p>	<p>Human Resources</p> <p>Human Resources</p> <p>HR/ Hays / Communication Department / Finance</p> <p>QA Unit HR</p> <p>HR / Finance / Hays HR / Finance / Hays</p> <p>HR / Finance / SSCP 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 57</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 and Young People 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>Evidence of targets and outcomes defined 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-21</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>Practitioners 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 schedule (inc. virtual conferences) 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>

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>Development of communication Strategy</p> <p>Caseload aspiration is met</p> <p>ICT Plan / SWOW Programme is implemented</p> <p>Improved integrity and accuracy of data / Practitioner rep on Implementation Board</p> <p>Review and monitoring of service level agreement</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>

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 Hampshire LA 	<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 to form 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 Offer 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 Young People 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>70% audits graded good or outstanding</p> <p>70% audits graded good or outstanding</p> <p>Participation in reflective activity (learning circles; reflexive supervision; reflective group sessions)</p> <p>90% of dip samples show case tracking by the IRO. Reduction in changes of IRO</p> <p>Complaints /Alerts to meet corporate/local standard timescales. Reduction in number of stage 1 complaints to 68 (2018-2019)</p> <p>90% of scheduled audits have been carried out</p> <p>75% of staff registered are using RIP by usage breakdown</p> <p>Evidence of weekly and monthly panels</p> <p>Data reporting is accurate after implementation of Care Director</p> <p>90% of cases audited evidence use and impact of practice model</p>	<p>Operational Teams</p> <p>Operational Teams</p> <p>Operational Teams; ; Communications Team</p> <p>HR; Hays, Data Team</p> <p>Customer Relations 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 62</p>	<p>Outcome: Invest in managers and staff to deliver high quality services for Children and Young People.</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-20</p>	<p>Offer reviewed and info cascaded to staff Uploaded to Policy Hub</p> <p>90% of staff have an up to date appraisal</p> <p>Review of supervision guidance</p> <p>100% of managers attend supervision training; 90% of audits are graded 'good' for supervision</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>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: 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 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 	<p>Oct-20</p> <p>Jul-20</p> <p>May-20</p> <p>Oct-20</p> <p>Jun-20</p> <p>May-20</p> <p>Oct-20</p> <p>Oct-20</p>	<p>Rate of early help assessments increase to 120 per 10,000</p> <p>80% of children have assessments / plans</p> <p>90% of children seen within 10 days of referral</p> <p>70% audits graded good or outstanding</p> <p>90% of Families seen within 5 days of referral to EH</p> <p>70% audits graded good or outstanding</p> <p>10% re-referrals into EH in past 12 months</p> <p>20% of cases stepped up to Children's Social Care</p>	<p>Solent NHS / Data Team</p> <p>Solent NHS / Data Team</p> <p>Solent NHS / Data Team</p> <p>QA Unit</p> <p>MASH</p> <p>QA Unit</p> <p>Data Team</p> <p>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 Offer 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 Monitor % of Strategy Discussions held within 1 Working Day of the Referral outcome being progress to CP Strategy Discussion (MASH) 	<p>Oct -20</p> <p>Feb-21</p> <p>Feb-21</p> <p>Mar-21</p> <p>Mar-21</p> <p>Oct-20</p> <p>May-20</p> <p>Dec-21</p>	<p>< 7681 contacts received (in preceding six months)</p> <p>Evidence, through audit, of appropriateness of referrals across referral sources</p> <p>Review of Continuum of Need document by MASH and strategic partners</p> <p>Evidence of monthly learning circles recorded where decision making was discussed</p> <p>90% of new P'ship Navigators receive MASH Training</p> <p>100% of referrals completed within 24 hours</p> <p>Completion of six monthly health checks with 70% graded as good or outstanding</p> <p>100% of strategy discussions held within 1 WD</p>	<p>Safeguarding Children Partnership</p> <p>Safeguarding Children Partnership</p> <p>Safeguarding Children Partnership</p> <p>QA Unit</p> <p>Safeguarding Children Partnership</p> <p>Safeguarding Children Partnership</p> <p>QA Unit</p> <p>Safeguarding Children Partnership</p>
	<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>Oct-20</p> <p>Oct-20</p> <p>Jun-20</p>	<p>21% of contacts that become new referrals of CiN</p> <p>A Rate of 151.7 per 10,000 0 – 17 year olds, Children in Need</p> <p>70% of cases graded good or outstanding</p>	<p>Data Team; SESLIP regional improvement partnership</p> <p>Data Team; SESLIP regional improvement partnership</p> <p>QA Unit</p>
	<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>Dec-21</p>	<p>Monthly case exemplar showing good practice and identifying any barriers to effective service delivery / 100% of EDT contacts are progressed within 1 WD</p>	<p>QA Unit</p>
	<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 	<p>Oct-20</p> <p>Jan-21</p>	<p>Bi-monthly senior manager audit to provide assurance of robust decision making</p> <p>Bi-annual independent review of LADO function</p>	<p>Head of Service - Safeguarding, Integrated and Specialist Services</p>

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 Children's Resource Service 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><i>The widespread and inappropriate use of child safety agreements with parents in circumstances when children's exposure to domestic abuse is a primary safeguarding concern.</i></p>	<p>Outcome: Prompt and Proportionate responses to Children and Young People at risk</p> <ul style="list-style-type: none"> Monitor the level of Section 47 (S47) enquiries started 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 and Young People 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 and Young People 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 and Young People who engage with CP Champions <p>Outcome: Children and Young People 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 	<p>Oct-20</p> <p>Dec-21</p> <p>Dec-21</p> <p>Apr-20</p> <p>Dec-21</p> <p>Dec-21</p> <p>Dec-21</p> <p>Dec-21</p> <p>July -21</p> <p>July-21</p>	<p>Reduce the Number and rate of sec.47 enquiries starting to 19 per 10,000 overall</p> <p>100% attendance of those involved with the case providing information</p> <p>70% of audits graded good or outstanding</p> <p>76% of single assessments completed within 45 days</p> <p>100% of cases allocated within 48 hours</p> <p>100% of Case Conferences audited where evidence Thresholds are being applied</p> <p>100% of children who benefit from referral to and engage with Child Protection Champions</p> <p>70% audits graded good or outstanding</p> <p>90% of staff engaging in training</p> <p>90% of staff engaging in training</p>	<p>Hampshire Constabulary; SESLIP</p> <p>Safeguarding Children Partnership</p> <p>QA Unit</p> <p>Data Team</p> <p>Data team</p> <p>Children's Social Care</p> <p>Business Support ; Child Protection Champions</p> <p>Independent Domestic Violence Advisory Service</p> <p>Independent Domestic Violence Advisory Service</p> <p>Independent Domestic Violence Advisory Service</p>

Children with Disabilities

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 Children with Disabilities Service Manager <p>Linked Service Delivery Plans</p> <ul style="list-style-type: none"> Children with Disabilities SEND Partnership Plan Protection and Court 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: Good quality assessments and plans to ensure that all Children and Young People get the right help quickly and that its impact is clearly measured.</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) <p>Outcome: Better management advice for social workers on how to undertake direct work</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 (Team to suggest cases for audit on monthly basis) Ensure that Children and Young People benefit from regular visits 	<p>Jan-21</p> <p>Jan-21</p> <p>Mar-21</p>	<p>70% audits graded good or outstanding</p> <p>70% audits graded good or outstanding</p> <p>85% or more children have visits completed within designated timescales / frequencies</p>	<p>QA Unit / Solent NHS</p> <p>QA Unit / Solent NHS</p> <p>QA Unit / Solent NHS</p>

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 and Young People 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>100% of cases allocated to an EHE Home Visitor</p> <p>100% 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>Timely completion of Education, Health and Care Plans</p> <p>Ensure that Education Health and Care Assessments are completed in 20 Week Statutory timescale</p>	<p>Jul-21 Jul-21 Jul-21</p> <p>Sep-20 Sep-20</p> <p>Mar-21 Mar-21</p> <p>Apr-20</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>70% of audits graded good or outstanding</p> <p>70% of audits graded good or outstanding</p> <p>100% of plans completed in timescale</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> <p>Providers, Educational Psychology, Children with Disabilities Team, Children’s Social Care</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 CAF/CASS <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 with 4 LPM per month 90% of children have pre proceedings started within 15 WDSs 80% of pre proceeding assessments completed within 16 weeks 100% 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 children becoming Looked after Children, reviewed on a monthly basis 70% of audits graded good or outstanding 70% of audits graded good or outstanding 90% of staff attending training 70% of audits graded good or outstanding 	<ul style="list-style-type: none"> Business Support Legal services; business support Legal services; business support QA Unit CAF/CASS; 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 Missed, 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 Young People 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 the rate 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 Mar-21 Mar-21 Oct-21 Jul-20 	<ul style="list-style-type: none"> 90% of staff attending briefings 100% signing to acknowledge receipt of standards Evidence of Signs of Safety viability study 70% of audits graded good or outstanding Case studies / exemplars of practice from training 80% of children who have a permanence plan by second review 90% of children subject to CPP seen within 15 WD 90% seen alone in the last 4 weeks Number of children subject to CPP, reviewed on a monthly basis with a target of 328 Rate of children subject to CPP is <65 per 10,000 90% of children subject to planning who have Core Groups held within timescale (new data request) 70% 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 QA Unit / Data Team Safeguarding Children Partnership / Data team QA Unit

Children's Resource Service

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 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 and Young People 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 Contact Centre 	<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>>623 as Cumulative monthly total</p> <p>80% of cases showing improvement</p> <p>>109 Monthly total</p> <p>75% of cases that have remained with their family</p> <p>Service to provide case studies each quarter</p> <p>70% 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 MEASUREMENT	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>	Mar-20	Statutory partner contributions will be confirmed for the current year and appropriate staff recruited	Youth Justice Management Board
	<ul style="list-style-type: none"> • Recruit suitably qualified workers . 	Sep-20	>75% of children are engaged in education, employment or training (EET) provision when disposal ended	ETE Strategic Leads at YJMB; Violent Reduction Co-ordinator; Targeted and Restorative Service Lead
	<p>Outcome: Educational attainment of young people known to YOS will improve</p>	Jan-21	Completion of report and confirmation of action plan to respond to findings.	Building Services
	<ul style="list-style-type: none"> • Improve ETE outcomes for children who offend. 	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: YOS premises are safe</p>	Jan-21	-1.18% BAME in Southampton as comparison with SN and highly performing services	Violence Reduction Unit
	<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 	Oct-20	Evidence of service compliance with National Standards	QA Unit
	<p>Outcome: YOS partnership governance will be effective</p>	Oct-20	Reduce rate to <0.3	Youth Justice Management Board
	<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 service compliance with National Standards	Hampshire Constabulary/ Early Help Services
	<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 			
<p>Outcome: Plans for young people will be effective</p>				
<ul style="list-style-type: none"> • Improve quality of plans • Reduce custody rate 				
<p>Outcome: Out of Court assessments will be effective</p>				
<ul style="list-style-type: none"> • Improve quality of FTE assessments 				

Missing, Exploited, Trafficked

AREA	PRIORITIES	TARGET DATE	PERFORMANCE MEASUREMENT	KEY PARTNERS
<p>Responsible Officers:</p> <ul style="list-style-type: none"> • <i>Head of Service, Integrated and Specialist Service</i> • <i>Children's Resource Service Manager</i> • <i>Missing, Exploited, Trafficked (MET) Team Manager</i> <p>Linked Service Delivery Plans:</p> <ul style="list-style-type: none"> • <i>Missing, Exploited, Trafficked</i> • <i>Protection and Court</i> <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 and Young People</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 and Young People safe <p>Outcome: Vulnerable Children and Young People 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 and Young People 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 and Young People 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>90% of RHI that are completed within 72 hours.</p> <p>90% of children (viable) who go missing offered a RHI.</p> <p>Monthly MET Ops Panel to be convened</p> <p>Evidence of maintenance of MET tracker</p> <p>100% 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>70% 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>

Looked after Children

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 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 Young People achieve permanence in a timely manner</p> <ul style="list-style-type: none"> Monitor number of Looked After children Monitor rate of looked after children Monitor level of LAC children with a recorded permanence plan by their 2nd LAC Review Monitor level of LAC who have been matched and had permanence plan (LT Fostering) matched with their carers 	<p>Mar-21</p> <p>Mar-21</p> <p>Apr-21</p> <p>Apr-21</p>	<p>Total number of Looked after Children, reviewed on a monthly basis to 420</p> <p>Reduce rate to <82.4 per 10,000</p> <p>80% of children with permanence plan recorded on case management system</p> <p>>80% of looked after children matched and with permanence plan</p>	<p>EoC; Data Team</p> <p>EoC, Data Team</p> <p>Business Support, IRO team</p> <p>Business Support; IRO team</p>
	<p>Outcome: The quality of assessments and plans ensure that all Children and Young People 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>Oct-20</p> <p>Nov-20</p> <p>Oct-20</p> <p>Nov-20</p> <p>Apr-21</p>	<p>95% of LAC with authorised care plan</p> <p>100% of IRO alerts addressed within 10 WD timescale</p> <p>90% of reviews held within timescale</p> <p>70% of audits graded good or outstanding</p> <p>70% of audits graded good or outstanding</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>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>May-20</p> <p>Jan-21</p> <p>Jul-20</p>	<p>Approval of sufficiency strategy. 50% of children in own provision</p> <p>17.7% of children placed > 20 miles from Southampton</p> <p>0 children to be placed in Bed and Breakfast</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 MEASUREMENT	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 and Young People 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>Oct-20</p> <p>Apr-21</p> <p>Oct-20</p> <p>Oct-20</p> <p>April-21</p> <p>Jan-21</p>	<p>>80% (4-7 Years) of children aware of why they are in care</p> <p>Recruitment into post. Agree and monitor process for life story work completion</p> <p>100% social workers in PACT and LAC attending training</p> <p>70% of audits graded good or outstanding</p> <p>Ensure attendance is recorded, monitored and promoted.</p> <p>Numbers of children using Mind of My Own on a monthly basis</p>	<p>Bright Spots</p> <p>HR</p> <p>Practice Development Team</p> <p>Operational Teams / QA Unit</p> <p>Operational Teams / Corporate Parenting Committee</p> <p>QA Unit; Participation Officer</p>
	<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>Mar-21</p> <p>Mar-21</p>	<p>Worker identified and embedded</p> <p>SDQ completion referenced in assessments and plans.</p>	<p>Behavioural Resource Service</p> <p>Data Team; LAC Health Leads</p>
	<ul style="list-style-type: none"> Monitor level of LAC's Health Assessments completed to include Dental health, vaccinations <p>Outcome; Better Management Advice for social workers on how to undertake effective work with Children and Young People</p>	<p>Apr-21</p>	<p>90% of health assessments completed</p>	<p>LAC Health Leads</p>
	<ul style="list-style-type: none"> Ensure regular reflective discussion on Children and Young People's progress - Analysis of quality of Supervision <p>Outcome: Senior Leaders are appraised of looked after children's' educational progress:</p>	<p>Jan-21</p>	<p>70% of audits referenced good or outstanding</p>	<p>QA Unit</p>
	<ul style="list-style-type: none"> Maintain the % of looked after children with a Personal Education Plan (PEP) at above 95% Report to Improvement Board by Virtual Head 	<p>Oct-20</p> <p>Nov-20</p>	<p>Maintain the % of looked after children with a Personal Education Plan (PEP) at above 95%</p> <p>Attainment and attendance measures for children's progress include early years; phonics; reading, writing and maths (KS1 &2); english and maths KS4; attendance, persistent absence; exclusions</p> <p>Termly Update reports on 10 KPIs for</p>	<p>Virtual School</p> <p>Virtual School</p> <p>Virtual School</p>

Care Leavers

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 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 and Young People 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 and Young People 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 	<p>Oct-20</p> <p>Jul-20</p> <p>Jul-20</p> <p>Jan-21</p> <p>Oct-20</p> <p>April-21</p> <p>Jul-20</p>	<p>81% of care leavers in suitable accommodation</p> <p>0 Children and Young People placed in Bed and Breakfast on a monthly basis</p> <p>95% of care leavers with an authorised Pathway Plan. 70% audits graded good or outstanding</p> <p><40% care leavers not in contact or NEET</p> <p>Apprenticeships advertised on website and hit rate</p> <p>90% of care leavers with health passports at their 18th birthday</p>	<p>Integrated Commissioning Unit; Housing</p> <p>Integrated Commissioning Unit; Housing</p> <p>Business Support</p> <p>QA Unit</p> <p>Education Service; Careers Service</p> <p>Education Service; Careers Service</p> <p>LAC Health Leads.</p>

Fostering

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 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 and Young People 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 to support the approval and continued registration of in house foster carer Increase the % of Children and Young People whose permanence plan is long term fostering are matched with their carers 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 Increase the % of Children and Young People placed in our own provision Completion of Fostering Standards Audit <p>Outcome: Appropriate Private Fostering Arrangements are in place</p> <ul style="list-style-type: none"> 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 and Young People</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 for older adolescents and 'step down' placements 	<p>Apr-21</p> <p>Jan-21</p> <p>Jul-20</p> <p>Mar-21</p> <p>Mar-21</p> <p>Jul-20</p> <p>Dec-21</p> <p>Oct-20</p> <p>Oct-20</p> <p>Oct-20</p> <p>Apr-21</p> <p>Jul-20 Feb-21</p>	<p>Number of placement stability meetings on a monthly basis.</p> <p>100% 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>Increase the % to 80% or more</p> <p>100% of foster carers attending</p> <p>200 in-house foster carers by 2023</p> <p>Increase to >50% own provision</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>70% 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>Social Work Teams</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>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 MEASUREMENT	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 and Young People 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>3 adoptions per month (12 month average)</p> <p>Number of days between entering care and adoption is <463</p> <p>Service to provide case examples on a monthly basis. 70% of audits graded good or outstanding</p> <p>Numbers and % of adopters engaged</p> <p>Service to provide case examples on a monthly basis. 70% of audits graded good or outstanding</p> <p><13 outstanding life story books</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>

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Local Safeguarding Children Partnership

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 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>100% of practitioners completing online surveys 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>70% of audits graded good or outstanding</p> <p>100% of reviews are completed in timescales</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 Partnership (continued)

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 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 and Young People 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 and Young People 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 and Young People 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; 70% 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 Partnership (continued)

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 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 and Young People 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 and Young People 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; 70% of cases graded good or outstanding</p> <p>Expert consultancy support for social workers undertaking assessments.</p> <p>70% audits graded good and outstanding; evidence of learning informing development of new case management system.</p> <p>Thematic audit; 70 % 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; 70% of cases graded good or outstanding</p> <p>Thematic case audit with Designated Doctor; 70% 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

For further details contact :

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Item : Performance Report Southampton Children and Learning Service

Southampton Children and Learning
Improvement Board
16th November 2020



Overview of performance across Children and Learning KPI's

GOING WELL OR BETTER

- Timeliness of MASH decision making maintained during pandemic
- Percentage of authorised care plans remains consistent
- Percentage of children leaving care via adoption route has recovered after pandemic had impacted upon court activity
- Percentage of children leaving care by Special Guardianship route has recovered after pandemic had impacted upon court activity
- Percentage of authorised pathways plans remains good
- Percentage of care leavers in touch and in suitable accommodation remains consistent

ONES TO WATCH

- Sickness absence is reducing overall, but monthly increases are still evident
- Conversion from contacts to referrals is still higher than we would like it to be
- Rate of Initial Child Protection Conferences is not stable
- Timeliness of single assessment completion shows a small reducing trend
- There are better levels of contact with children with CPP, but this needs to improve further
- CSE numbers require investigation; although missing LAC episodes is an improving picture
- Timeliness of LAC visiting needs to improve
- Early Help data needs to be confirmed by data team

THINGS TO DO BETTER

- Caseloads remain too high in assessment, Protection and Court (PACT) and Looked after Children (LAC) teams
- The level of agency workers remains too high
- Audit completion has reduced, with an impact on the Year of the Child cohort
- ICPC timeliness has decreased notably in October 2020
- Rates of sec.47, children subject to child protection planning and looked after children remain high
- Education Training and Employment engagement for 17 – 18 year old care leavers has reduced
- Use of IFA is static and in house foster placements shows a reducing trend.

Overview of performance across Improvement Plan

GOING WELL OR BETTER

- Impact of IRO staffing *evidenced by recruitment activity, IRO alerts, IRO performance data*
- Practice model has been agreed *evidenced by meeting record*;
- Panels maintained and extended *evidenced by meeting records*
- Numbers of Early Help cases with open assessment *evidenced by performance data*
- MASH performance; *evidenced by performance data*
- Ongoing oversight of LADO function *evidenced by management audit records*
- Ongoing oversight of EHE response *evidenced by monthly reports*
- Focus on SEND; *evidenced by draft of self evaluation, EHCP completion performance and audit report*
- Focus on good working relationship with Cafcass; *evidenced by meeting records*
- MET performance and oversight; *evidenced by RHI data, operational group meeting records and tracker*
- Edge of Care referrals and case numbers continue to increase and impact is evident; *evidenced through performance data*
- Youth justice strategy, staffing and service responses to disproportionality and first time entrants showing progress; *evidenced through YJMB minutes and audit*
- LAC performance – planning authorisation and timeliness; *evidenced through performance data*
- Supervision in LAC; *evidenced by audit return*
- Virtual school performance; *evidenced through suite of Virtual Head Teacher's reports*
- Good suitable accommodation performance (include use of B and B); *evidenced by performance data*
- Fostering annual audit; *evidenced by audit report and Service Delivery Plan*
- Fostering statement complete; *evidenced by Corporate Parenting Committee minutes*
- Good performance in respect of adoption timeliness, numbers of children adopted, completion of life story books and case exemplar; *evidenced by performance data and service reports*
- Completion of SCR overview report / development of CSAFE framework and webinar; *evidenced by reports and webinar film*

Overview of performance across Improvement Plan

THINGS TO DO BETTER

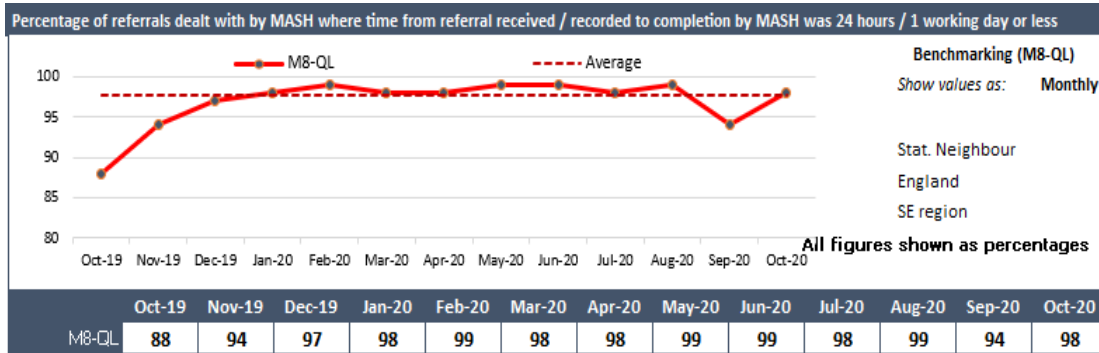
Key practice themes: Assessment (case summary / chronology); SMART Planning; Participation / direct work (Visit record); Supervision

Enablers: Recruitment and retention; Reflective Supervision; Response to key practice themes (neglect, trigger trio); Practice Model

Understanding the quality and impact of practice: audit schedule and completion

- Reducing the number of agency workers; the number of social workers per child and recruiting into vacant management posts. Increasing the number of foster carers (including suitably trained carers for vulnerable adolescents).
- The quality of supervision (including reflective supervision) and direct work (and recording of children seen alone in PACT)
- Audit completion – the level of completion across the service and ensuring a schedule for thematic audits (Inc. step down, viability)
- The level of eligible two year old Early Years funding being accessed
- The review of the Continuum of Need
- The implementation of learning circles across the service
- Across Assessment / PACT– the quality of assessment, risk assessment, voice of the child, planning and response to domestic abuse
- Child protection – ensuring management audits are undertaken and CP champions are recruited
- Review of our Practice Standards
- Increasing the number of looked after children with plans for permanence.
- Increasing the completion of life story work for LAC
- Improving the quality of care plans
- Increasing the level of LAC participation
- LAC access to emotional wellbeing support
- EPEP completion and ETE performance for care leavers
- Improving placement stability analysis and provide foster carers training update
- Scheduling thematic audits against serious case review themes and extend training around neglect

MASH Timeliness

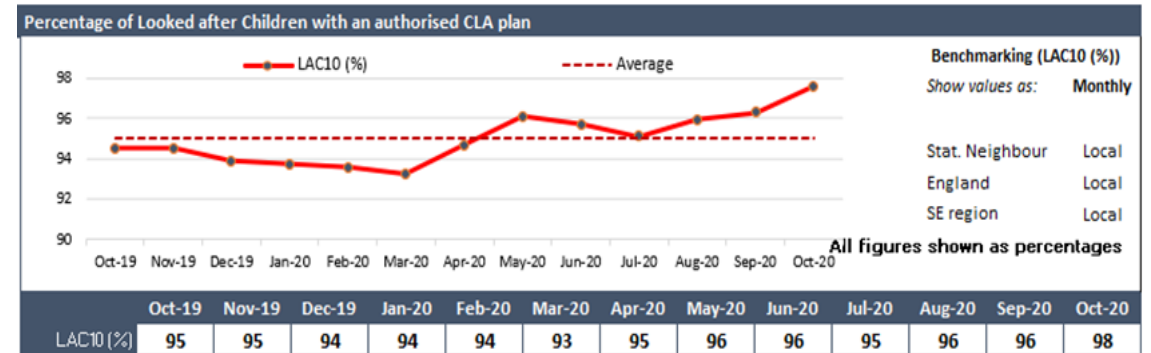


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Service performance does not appear to have been affected by the pandemic and timeliness only dips once in September 2020, where we know there was a correspondingly high number of contacts after the summer holiday period and schools returning.

Alongside timely decision making, we can evidence good quality work. Of 113 cases audited since April, 77% found decisions to be correct without any action required, 11% had correct decisions with minimal action required, 7% had correct decisions with moderate action required and 3% were referred to the service manager

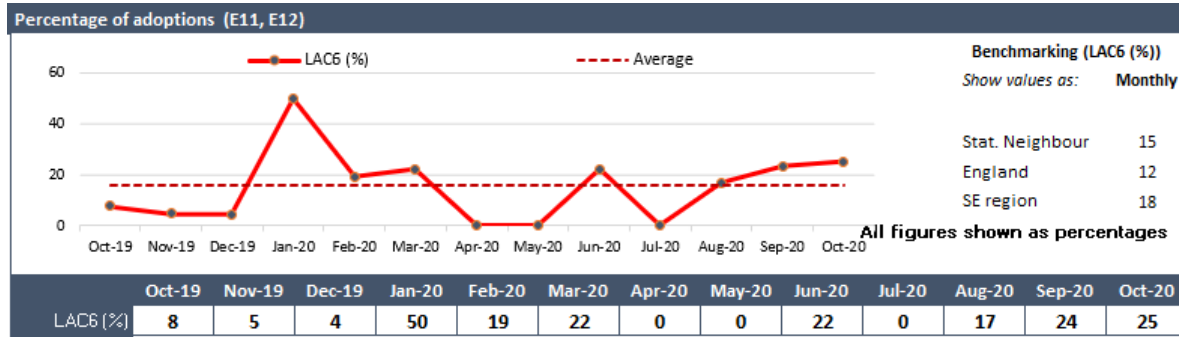
% Authorised care plans



The percentage of authorised care plans has remained consistently high and the October performance is the best in the past 12 months.

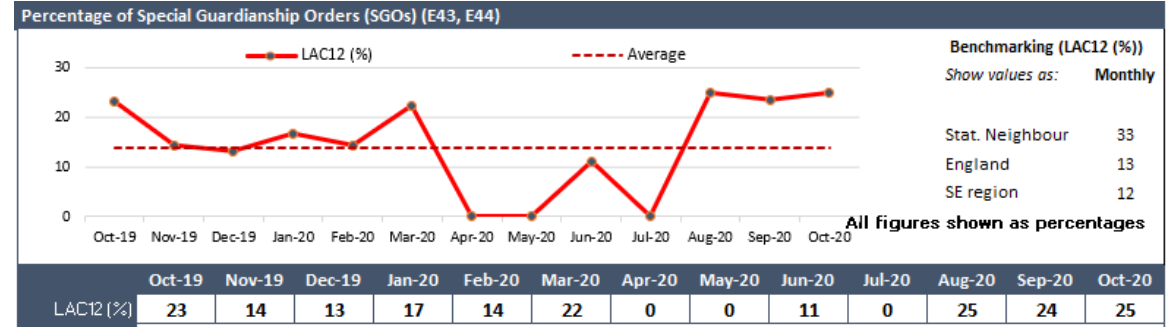
This is a good foundation for tackling the areas of focus; notably the drift and delay in achieving permanence for our looked after children: our audit findings for quarter 2 show that our plans need to be SMARTer and there were some delays identified in relation to achieving permanence for some children.

Adoption



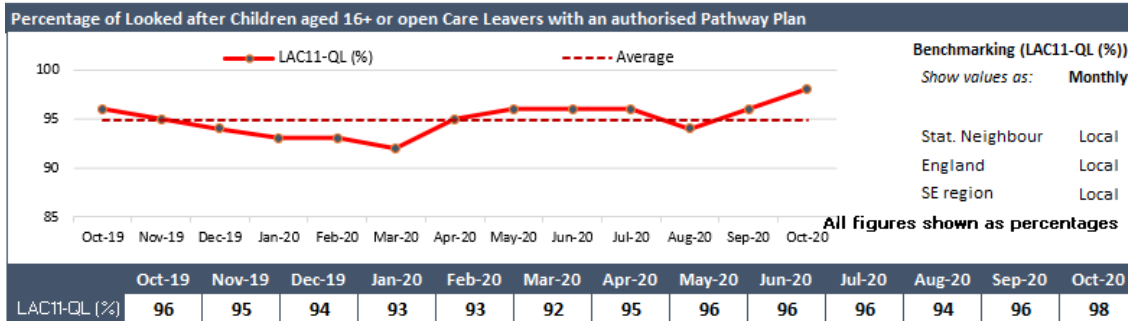
The percentage of LAC episodes ceasing via the adoption route has recovered since the pandemic impact upon court proceedings. For the past two months the Southampton % has been higher than the statistical neighbour (SN), national and regional averages, showing the continued impact of the Regional Adoption Agency (RAA).

Use of Special Guardianship orders



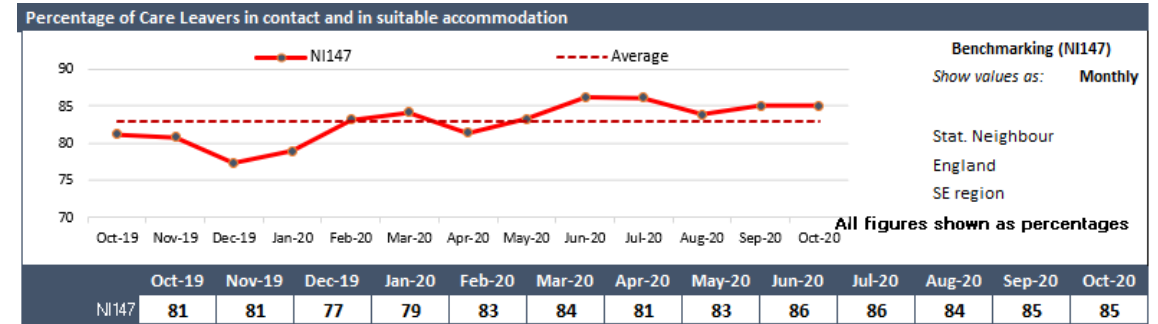
Similarly, the percentage of LAC episodes ceasing via the Special Guardianship Order route has recovered. Consistent performance is recorded over the last three months, with Southampton % still lower than the SN average, but higher than regional and national averages. In the six months prior to Covid, the local average mirrored out statistical neighbours.

Authorisation of Pathways Plans



The percentage of authorised pathways plans has remained consistently high and the October performance is the best in the past 12 months. This is a good foundation to focus on the quality of work: our audit return in this area is not enough to draw a reliable conclusion regarding the quality of planning.

Suitable Accommodation for care leavers



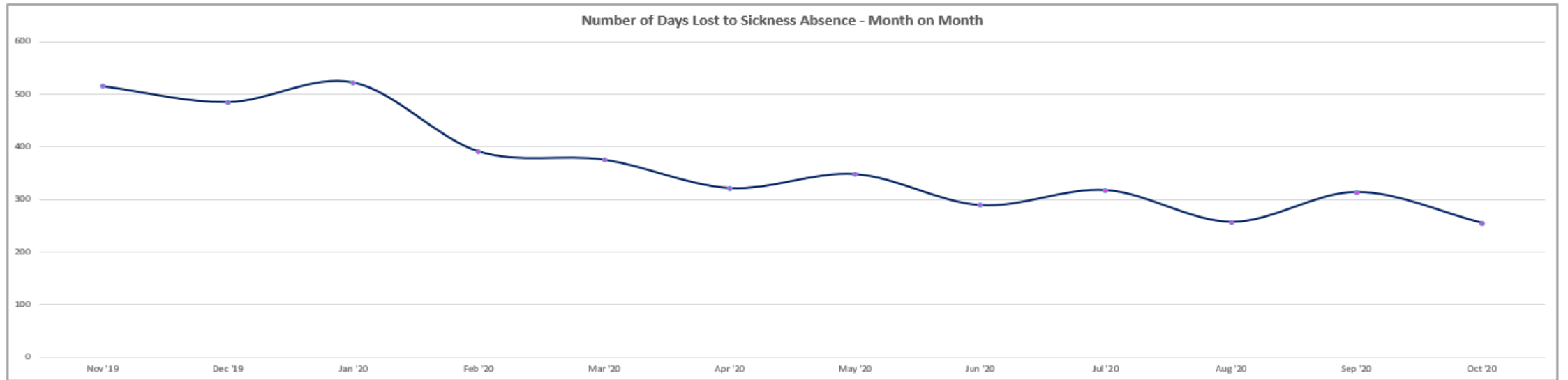
The percentage of care leavers in touch and in suitable accommodation has remained stable, despite the pandemic. Bed and breakfast accommodation has been used once in the past six months.

The service is contributing to the review and recommissioning of young people's housing related support services, which started in September 2020 and is scheduled to conclude in 2022.

Sickness absence

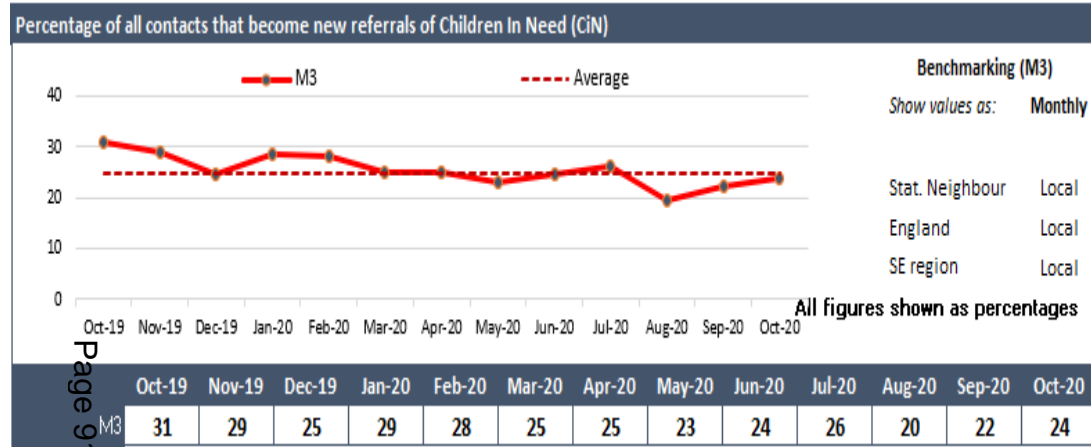
Number of Days Lost to Sickness Absence - Month on Month																							
Team	Nov '19	Dec '19	Trend	Jan '20	Trend	Feb '20	Trend	Mar '20	Trend	Apr '20	Trend	May '20	Trend	Jun '20	Trend	Jul '20	Trend	Aug '20	Trend	Sep '20	Trend	Oct '20	Trend
Exec Director - Children & Learning	515	484	Down	522	Up	391	Down	375	Down	321	Down	347	Up	288	Down	317	Up	257	Down	313	Up	254	Down

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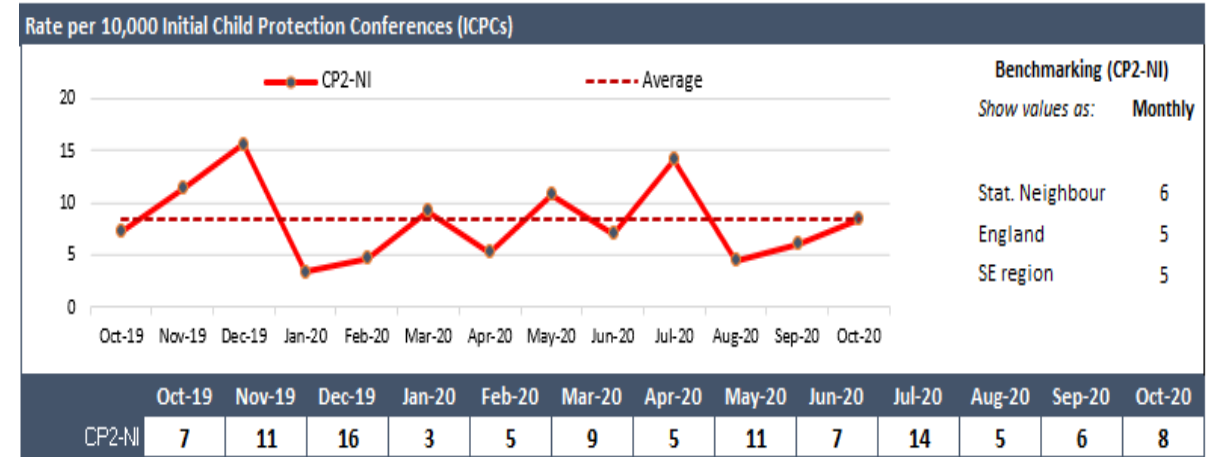
The service absence trend has reduced overall since January 2020. However, there were increases in May, July and September with Covid 19 impacting upon a comparatively small number of staff. Our data shows us that the most prevalent sickness types in the service are: In October, the average period of absence per person was 10 days (target is 8 days). This was reduction from 14 days in July 2020. Of the recorded sickness type, the highest is psychological (21%). However, it is noted that 38% of sickness type is not recorded; which is a common issue across the council, and one which impacts upon a clear understanding of the data.

Conversion of contacts to referrals



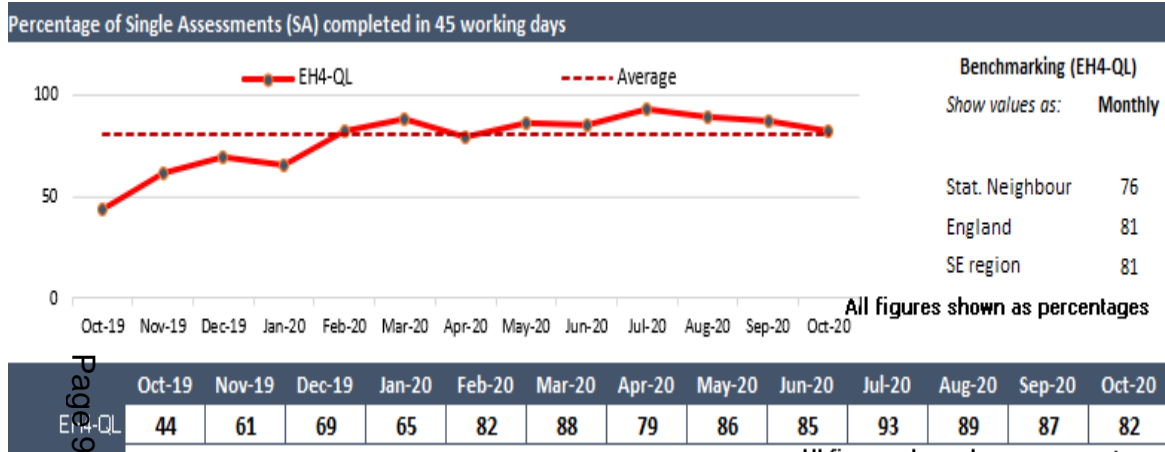
The % conversion has shown a reducing trend over the past 12 months. However, it does remain higher than the regional average of 21%. We know that there was more cautious application of thresholds in 2019, which is likely to explain the decreasing trend. Audit activity in the MASH has continued.

Rate of Initial Child Protection Conferences



The Initial Child Protection Conference rate has not been stable over the past 12 months. The decrease in January was as a result of management gatekeeping at the time. Over the past six months, the average rate per 10,000 is 9. It is assessed that the pandemic has impacted upon more cautious decision making to some extent; although the rate aligns better with comparators in August and September 2020.

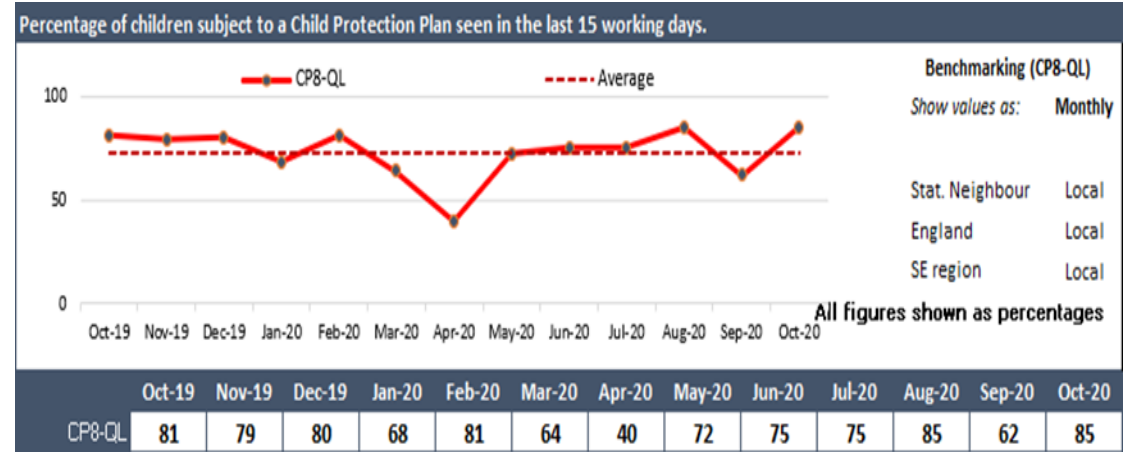
Timeliness of single assessment completion



Timeliness has remained higher than statistical neighbour, regional and national averages, but a downward trend is noted from July and may be related to the volume of work coming through from MASH.

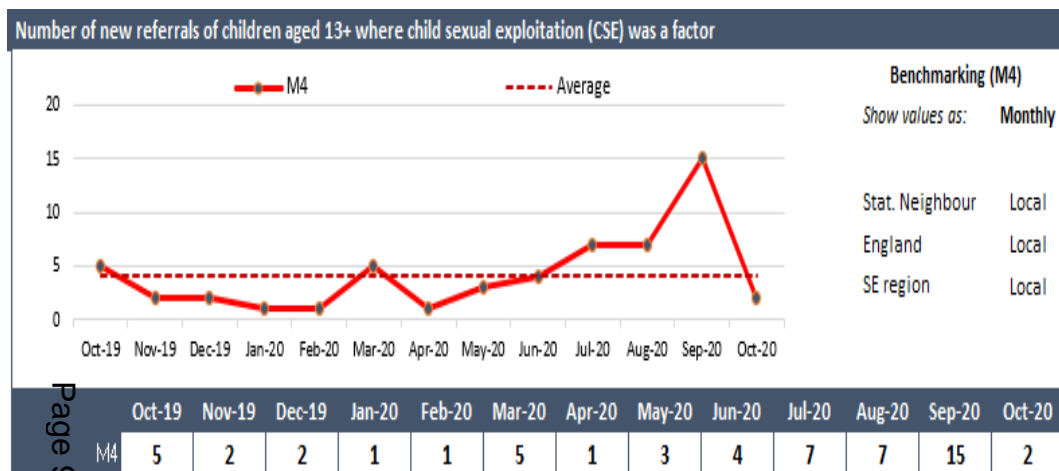
CHAT analysis for October 2019 shows that 41% of single assessments conclude that social care intervention is not required (decrease of 5% since November 2019). This may mean that the threshold for assessment for statutory intervention is too low.

Children with CPP seen in 15 working days



Six month average is 76%, with performance in September impacting on the overall figure. However, the previous 6 month average was 69%. There is an improving picture; although in the other KPIs we can see that caseloads in PACT continue to be high and will continue to impact upon the level of contact until they reduced to the recommended level (20).

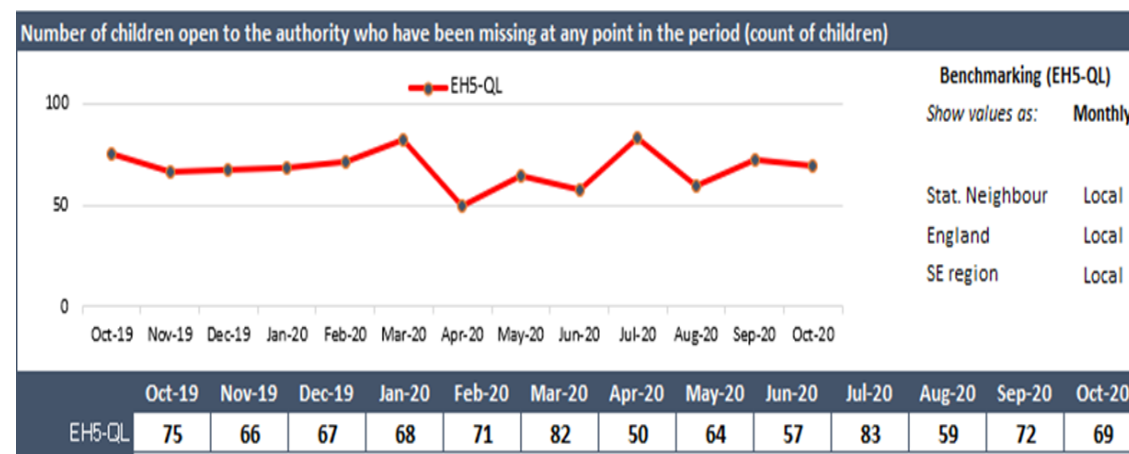
Child Sexual Exploitation



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An increasing trend is evident since April 2020, which peaks in September 2020. The service will audit the cases in September 2020 to review the reason for the increase. October data is back at a level comparable with the pre-Covid average.

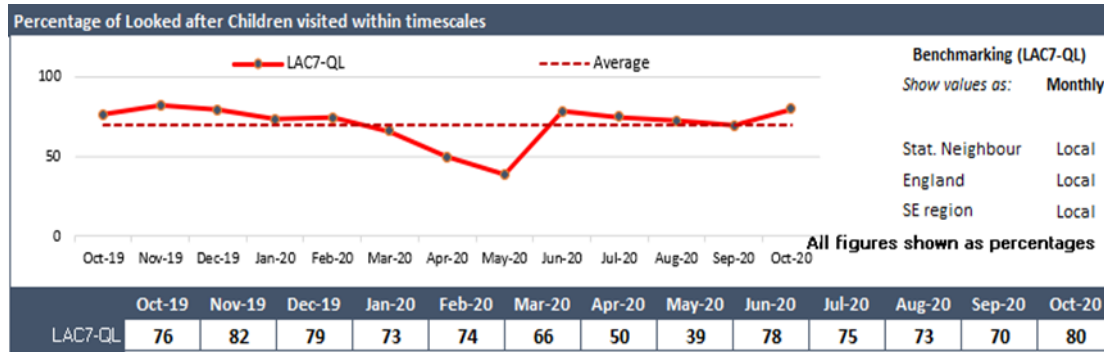
Number of missing children



Six month average is 67, showing a better picture than the six months before the pandemic (72 days). However, monthly figure can fluctuate, with increases in July and September 2020.

Missing periods for looked after children have improved: October CHAT data shows reducing trend (10% missing in last six months; the percentage was 13% in November 2019). This is better than the statistical neighbour average (12%).

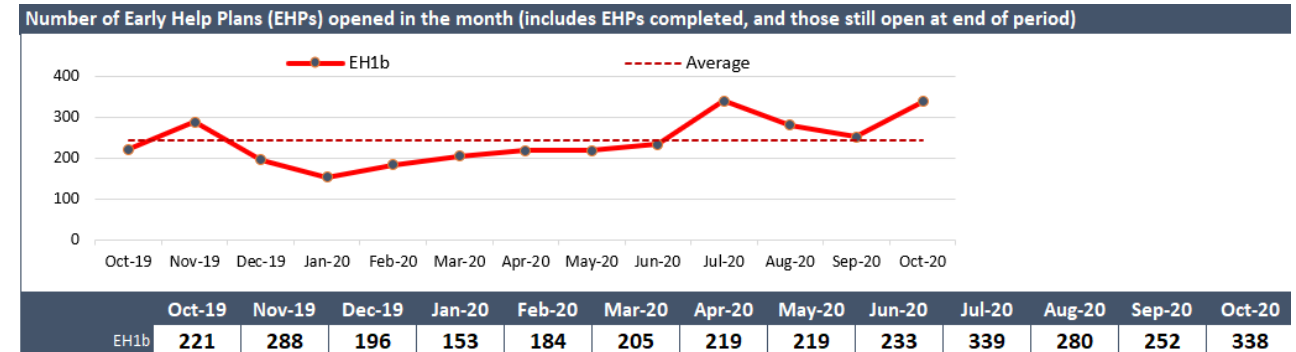
Timeliness of LAC visiting



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Timeliness of LAC visits has recovered since the pandemic really impacted in April and May 2020. At 80% it is at the highest point since November 2019. This indicates that there was an area for improvement pre-Covid.

Early Help Assessment / Plans completion



The percentage of open cases with open Early Help Assessments is 78.96%, which mirrors the six monthly average. The data team are creating reports to show us the number of open cases without an assessment / plan and the levels of referral from MASH / step down from social care.

Things to do better

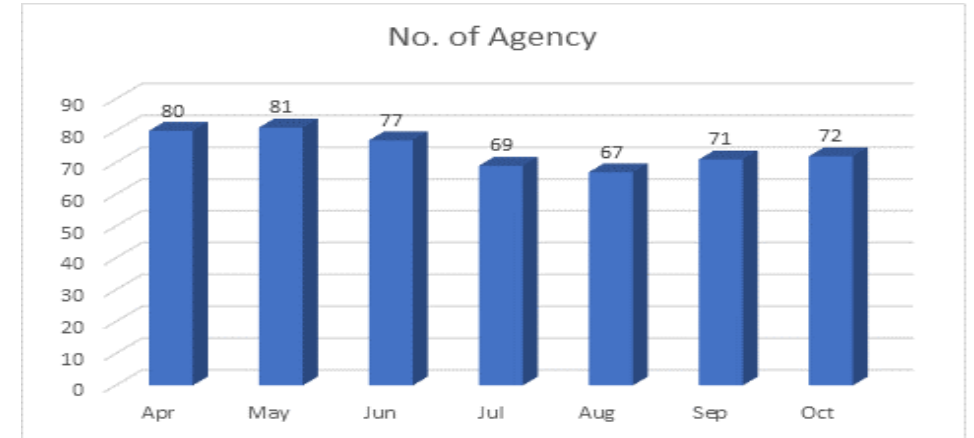
Caseloads

	October	November	Trend
Assessment	22	18	Reducing
PACT	30	25	Reducing
LAC	20	19.5	Reducing

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Caseloads can evidence a reducing trend; but remain high in relation to targets (20 for PACT and 15 for LAC). DCS is chairing the service Recruitment and Retention Steering Group in November 2020 to review action plan.

Agency rate



Graph shows total number of agency staff across the service. HR are working with service managers to confirm the use of agency in their service areas; ahead of the completion of the service destination document for EMB in December 2020.

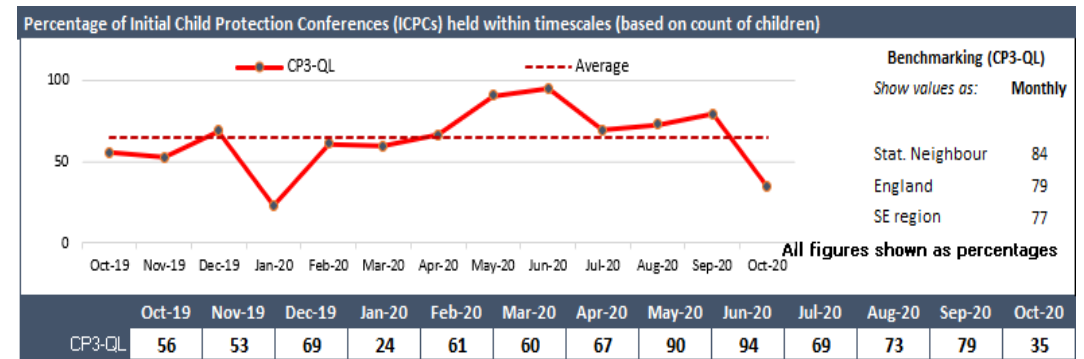
Audit completion

July 2020	October 2020	Grading
72%	48%	43% good; 48% RI; 9% IA

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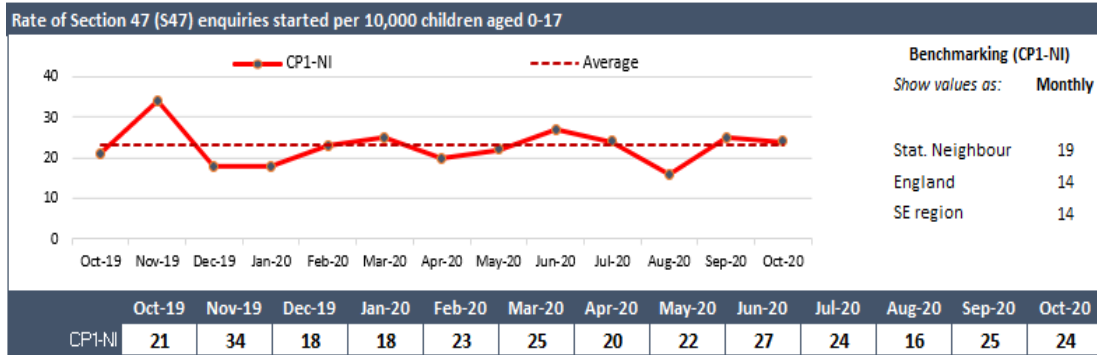
A reducing trend is evident, which is disappointing as the October audit was the Year of the Child cohort. What the YOTC cohort does appear to show is that the case tracking does have a positive impact upon audit gradings in respect of improving outcomes for children. However, the inadequate completion affects the success of this initiative overall. Further, 57% of cases were graded as either RI or IA.

ICPC timeliness

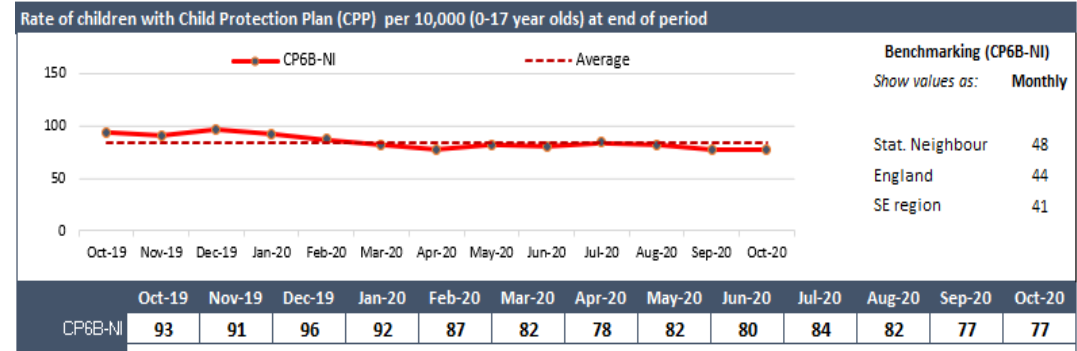


Performance in this area is not stable and dips notably in October 2020. Six month average prior to this was 79%; aligned with national and regional averages and better than local 12m average of 66%. All the late cases have been reviewed. The issues identified are as follows: 1. There were two conferences that could not be scheduled in timescale due to chair availability. This should be resolved as a new chair has joined the team, bring additional capacity. 2. Administrative error impacted upon the conferences (two were held on day 16). This has been addressed with the admin manager 3. Four conferences were referred in late (1 from assessment and 3 in PACT).

Sec.47 rate



Children with CPP rate



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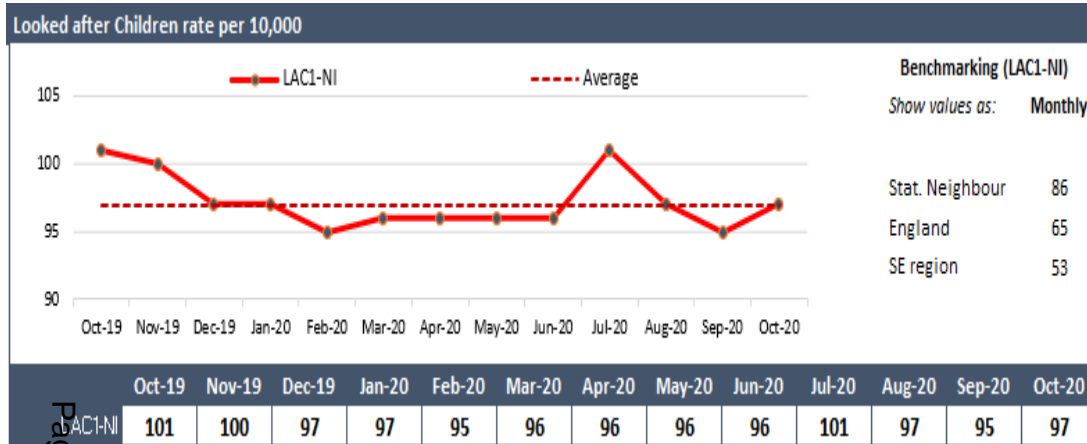
The average for sec.47 rate per 10,000 is 23 which is higher than statistical neighbour, national and regional averages. CHAT data corroborates annual reduction in rate overall.

The rate of children subject to child protection plans has shown an overall reducing trend since December 2019, plateauing for the last two months. However, the rate remains notably higher than the statistical neighbour, national and regional averages.

The service intends to convene a panel to review children subject to planning for > 12 months; which should support traction against the plans for some of these cases.

Things to do better

Looked after Children rate



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The local rate per 10,000 for looked after children remains notably higher than statistical neighbour and particularly national and regional averages. Within the current cohort of 492, 38 children (7.7%) are section 20.

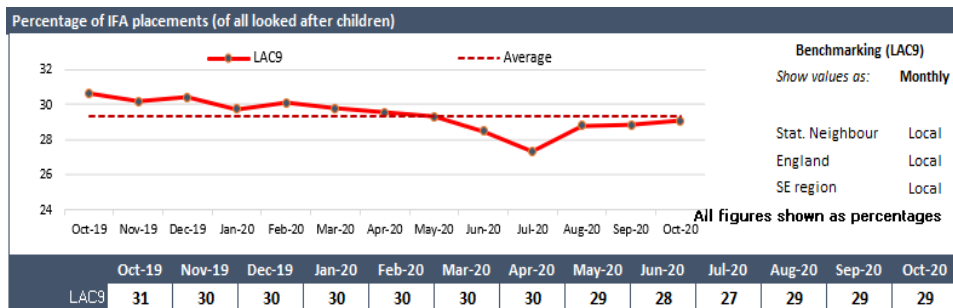
EET – Care Leavers

	2019	2020	SN (18 – 19 data)	Analysis
17 – 18 years	54%	53%	-	Reduction by 1%.
19 – 21 years	46%	49%	45%	Improving trend which puts us slightly higher than SN average

CHAT data does not provide the SN average for 17 – 18 years EET, but we can show a reduction in 1% since the last inspection. This is therefore a risk for us. EET outcomes are better in the older 19 – 21 cohort where we can show further improvement against the SN benchmark. However, the local authority needs to be more ambitious.

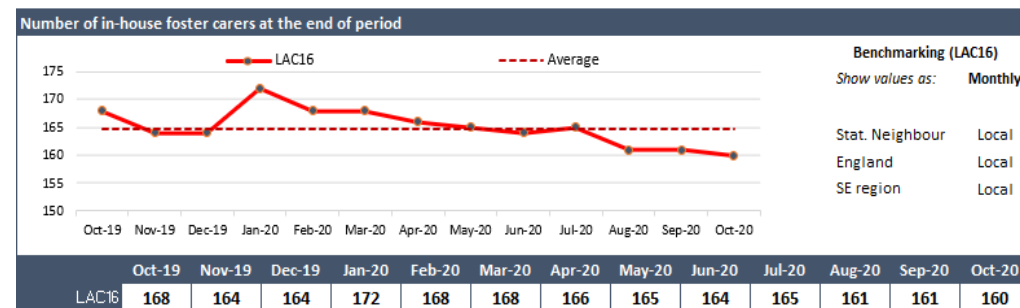
Things to do better – 6 month trends

Independent Fostering Agency ~ (IFA) Use



In September 2020 46% of our looked after children were in our own provision (50% is the statistical neighbour average and our target). The % of children in IFA has not changed significantly over the past 12 months and this, triangulated with the number of in house foster carers, shows that the service needs to do more to accommodate our looked after children in our own provision.

Number of In house foster carers



A decreasing trend is evident in respect of our foster carer numbers. The recruitment strategy for 2020-23 has been drafted and endorsed by CLT. Enquiries 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.

Data set is not fully complete – work is underway with the Data Team to finalise the data report for January 2021 Board. Areas marked in grey are new reports

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
KEY PERFORMANCE INDICATORS – MEASURES THAT MATTER							
	% Turnover (rolling year) of Permanent Staff in PACT / LAC and Care Leavers	PACT 1 leaver (1.88%)	Requested from HR	5%	5% SW 9% overall	Requested from HR	
	Sickness absence days per employee to 8 days or less in rolling year	12.03 days	10 days	8 days	8 days	Reduction	
Page 100	% of agency workers of headcount	12%	H/count= 12 % FTE's = 14 %	5%	22%	No change	
	Caseloads numbers per FTE allocated worker PACT LAC	17.01 overall. >20 -PACT >18 - LAC	25 PACT 19.5 LAC	18 overall 20 -PACT 15 - LAC	18 cross service	Reduction	
	No and % of scheduled Audits in Audit programme undertaken to date RAG ratings of those completed: inadequate/RI/Good/Outstanding	72%	48%	90% completion	50%	Reduction	
	Number of EH cases with a plan completed in timescale						
	% of open EH cases without an active assessment or plan	80% with plan		80% Local			
	% increase of referrals into EH: Number of referrals to EH from MASH Number of step downs to EH from CSC						
	% of completed C and F assessment with an outcome of CIN	53.91%	56.84%			Increase	
	Rate of Sec.47 with an outcome of ICPC per 10,000 children aged 0-17	87 (CHAT)			94		

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
KEY PERFORMANCE INDICATORS-MEASURES THAT MATTER							
	Number of Section 47 (S47) enquiries started within the month	126 Scorecard	121 Scorecard	121	121 SN	Reduction	Green
	Rate of children subject to child protection planning (per 10,000 0 – 17 years)	77 Scorecard	77 Scorecard	48	48 SN 44 Nat 41 SE	No Change	Red
	% of Initial Child Protection Conferences (ICPCs) held within timescales (count of children)	79% Scorecard	35% Scorecard	84%	84% SN	Decrease	Red
	% of Review Child Protection Conferences (ICPCs) held within timescales (count of children)	99.4% Q Scorecard	Quarterly	100%	SN 92.9%; Nat 91.8%; Reg 90.7%	Quarterly	Yellow
Page 101	% of children subject to CPP seen within 15 working days	62% Scorecard	85% Scorecard	90% Local	79%	Increase	Yellow
	Number of children with a missing episode in the month	RHI data is recorded in detailed plan					Grey
	Number of children looked after with a missing episode in the month						Grey
	Rate of LAC per 10,000 (0-17)	95 Scorecard	97 Scorecard	86	86 SN , Nat 65, Reg 53	Increase	Red
	Permanence plan recorded at second review (% of Children have a permanence placement plan by their 2nd review)						Grey
	% of children whose permanence plan is long term fostering are matched with their carers	42%		>80%	Local		Grey
	% of all contacts that become new referrals of Children In Need (CiN)	22% Scorecard	24% Scorecard	21 Local	35%	Increase	Yellow

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
MASH							
	% of contacts where a decision being made for a referral for service or not completed in 1 WD or less	94% Scorecard	98% Scorecard	100%	94%	Increase	Green
	Number of new referrals of Children in Need (CiN) rate per 10,000 (0-17 year olds)	70 Scorecard	72 Scorecard	Local	Confirm with data team	Increase	Yellow
	% of referrals which are re-referrals within one year of a closure assessment	6% Scorecard	7% Scorecard	25%	25% SN 23% Nat 25% SE	Increase	Green
	Percentage of referrals that lead to No Further Action	19% CHAT		13%	13%		Yellow
ASSESSMENT							
102	% of Single Assessments (SA) completed within 45 days	87% Scorecard	82% Scorecard	76%	76% SN 81% Nat 81% SE	Decrease	Green
	% of referrals in the month where an outcome of the decision included a C & F assessment						Grey
	Rate of completed assessments per 10,000 children aged 0-17	615 CHAT			482 Nat		Red
	% of CIN (not CP or LAC) with a visit within timescales						Grey
	% of CIN (not CP or LAC) with a review in timescale						Grey
	% of CIN (not CP or LAC) with an up to date plan						Grey
	% of children allocated within 48 hrs of referral			100%			Grey

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
ELECTIVE HOME EDUCATION							
	% children in priority groups (CP / CIN / YOS) who are EHE and have been allocated		Figs in new academic year	100%			
	% of EHE cohort visited		Figs in new academic year	100%			
CHILDREN WITH DISABILITIES							
	Children visited in standard timescales	80%		85%	82%		
SEND							
Page 103	% of EHCA completed in 20 week statutory timescale			90%	50.3%		
EARLY HELP							
	% of Take up of Funded Early Education for 2 yr olds		63%	80% Local	65% Local		
PROTECTION AND COURT							
	Number of children subject to CP Planning for 2+ years	CHAT					
	% of LAC with a review in timescale			90% local			
	Monthly % of children have pre proceedings starting within 15 WDs of date of decision to enter pre-proceedings	25%		90% Local	90%		
	% of Pre proceeding assessments completed within 16 weeks from the pre-proceeding meeting	10%		80% Local	80%		
	Child on CPP seen alone	20% CHAT			CHAT 50 %		

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
CHILDREN'S RESOURCE SERVICE							
	Number of Edge of Care referrals	570	596	623	442		
	% of cases showing significant improvement between start and latest 'goal-based scores'	87%	85.1	>80%	87%		
	% of Edge of Care children that have remained with their family	78%	78.6	>75%	80%		
	Number of open EoC cases	95	105	>109	116		
YOUTH JUSTICE							
Page 104	Rate of custodial sentences imposed on YP aged 10-17 at time of sentence is <0.3.	0.25 (5)		<0.3	SN - 0.23		
	Young people who are in suitable ETE provision when their disposal ended	69% - <16 40% - >16		75% - < 16 75% - > 16	Local		
MET							
	Number of missing episodes in the month Number of children who are repeat missing in the month Number of missing with a completed missing risk assessment in the month % of missing who undertook an RHI	3 days of child return. 35/80 (44%) 3 WDs of child's return. 40/80 (50%)	42% within 3 days (27/64) 67% within 3 working days (43/64)	100%			
	Number of missing episodes in the month Number of children looked after who are repeat missing in the month % of LAC missing offered an RHI % of LAC missing who undertook an RHI	100% offered 22/32 completed (69%)	100% RI's offered (21/21) 91% RI's completed (19/21)	90%			

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
LOOKED AFTER CHILDREN							
	Total Number of Looked after Children	485	492	420	496 SN	increase	
	% of Children with an authorised care plan	96%	98%	95%	95%	increase	
	% of looked after children with a Personal Education Plan (PEP)	97%		95%	97%		
	CLA by age bands and gender						
	CLA by Legal status –look at S20 as a starter						
	CLA at the age they started LAC						
Page 105	% of Looked after Children visited within timescales	70% Scorecard	80% Scorecard	Local	Local	increase	
	% of Looked After Children placed >20 miles from LA			17.7%	17.7%		
CARE LEAVERS							
	% of Care Leavers in contact and in suitable accommodation	85%	85%	81%	81% SN	No change	
	% of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	96% Scorecard	98% Scorecard	95%	95%	increase	
	% Care leavers (N)EET	17-18yr in EET = 50% 19-21 yr in EET = 51% (CHAT)		40%			
	% of Looked after Children Placed in emergency beds / B&B	0	0	0%	Local	No Change	
	% of care leavers received their health passports	33.33%		100%	Local		

Note: Data in this report is refreshed each month, so performance in previous reports may differ as children's records are updated by social workers

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
ADOPTION							
	Number of adoptions	4 Scorecard	4 Scorecard	3 per month	2 SN		Green
	Number of days between entering care and placement for adoption	415 CHAT		<463	340 days SN 463/ Reg 406 /		Yellow
FOSTERING AND PLACEMENTS							
Page 106	Number of In house foster carers	161 Scorecard	160 Scorecard	200 by 2023			Red
	% of children placed in our own provision	42%	46%	>50%			Yellow
SAFEGUARDING CHILDREN'S PARTNERSHIP							
	Ensure that 100% of Child Safeguarding Practice Reviews and Serious Case Reviews are completed within timescales.	7 in progress (3 thematic) 1 complete 0 in timescales		100%			Red

Item : Staff Reference Group (Better Together) Report

Southampton Children and Learning
Improvement Board
16th November 2020



Purpose, membership and operations of Better Together WHY?	Identified Priorities WHAT?	Measuring Success HOW?
<ul style="list-style-type: none"> ❖ Better Together was established in response to a recommendation from a recent investigation report which identified the need for senior managers to consult with relevant staff to build an opportunity for free flowing feedback between operational and strategic workstreams and managers - a “you said, we did approach”. ❖ All teams in Children and Learning volunteered a representative, with 35 members making up the Better Together group. ❖ The aim of the group is to shift the culture within parts of the service and enable an open dialogue between decision makers and front line staff...in turn, staff begin to feel valued and outcomes for children and young people are improved. ❖ All areas of the directorate can contribute to service improvement and hold accountability for the collective vision to best meet the needs of children and young people. ❖ The group will meet monthly and report to the Improvement Board. The Co-Chairs of Better Together will act as a conduit between the two. 	<ul style="list-style-type: none"> ❖ Following the first meeting of Better Together, 5 key priorities were identified by the workforce representatives. They are: <ul style="list-style-type: none"> ➤ Prevention and Early Intervention ➤ Provision for Adolescents ➤ Mental Health of Children and Young People ➤ Learning and Development ➤ Understanding each other and our roles within Children & Learning. ❖ The Better Together group has been divided into 5 working parties, each taking a lead for one of the priorities. ❖ Each working party has a broad mix of teams from all parts of the service, with key skills and knowledge evenly distributed for optimum input and impact. ❖ The challenges and opportunities for success within each priority will be reported back to the Improvement Board and the decisions made there will shape the work going forward. ❖ The reports from each working party will be brought to the next Better Together meeting on 2nd December 2020. 	<p>Key to the success of Better Together will be that staff feel valued and outcomes for children and young people are improved.</p> <p>How will we know?</p> <ul style="list-style-type: none"> ❖ Survey of staff views ❖ Working parties have SMART plans which are in development. They will identify the specific success measures of each priority and will be brought to the next Improvement Board meeting for consideration.

Response to Whistleblowing Investigation - Position Statement: October 2020

Recommendation	Action	Lead Owner (s)	Start date / Completion date	Update
Recommendation One: Develop across the council a compelling and ambitious vision which aspires to deliver the best possible outcomes for all children in the city.	<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; 	Robert Henderson	Start: Sept 20 Completed by: December 20	Vision statements have been drafted and consultation with staff reference group underway. Wider circulation to service and key stakeholders scheduled for wc 2 nd November. Upon completion and agreement of vision, this will be used in practice framework workshops in November 2020
		Sandy Hopkins	Build into 21/22 business planning cycle	Ongoing work in progress – will be enshrined by Child friendly city, greener and fairer Southampton and city of Culture – young people are central.
Recommendation Two: Promote an inclusive culture, which connects senior management with practice and ensures that staff concerns are swiftly addressed	<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; 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; Establish a Practitioners' Improvement Board to support the delivery of the improvement plan and provide a front-line "sense check" on its effectiveness; A representative of the Practitioner's Improvement Board to be included as a member of the Children's Services Improvement Board; To 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; 	Robert Henderson	Start: Sept 20 Completed by: Mar 21	The service is allocated a named communications lead and development of strategy is underway. Service has received robust support for vision activity and recent virtual; staff conferences.
		Robert Henderson / Cllr Paffey	Visits for 20/21 to be diarised by 30 th September 20	Monthly safeguarding assurance visits are set. EDCS has visited MASH and assessment. Leader has them in diary. Will need to monitor progress in light of social distancing.
		Sandy Hopkins / Robert Henderson	Meetings to be diarised by 30 th Sept 20	Bi-annual safeguarding assurance meeting (Sandy Hopkins, Robert Henderson and Cllr Hammond) – booked for 12/11/2020 and 12/05/2021
		Robert Henderson	Practitioners Improvement Board to be established by 30 th Sept 20	First meeting of 'Better Together' took place in October 2020. Lead representatives established and these will be contributed to Improvement Board.
		John Harrison	Representative to be in place by 31 st Oct 20	Improvement Board is being reconstituted and practitioner representatives are being invited
		Robert Henderson	By 30 th September 20	Improvement plan was reviewed by EDCS and submitted to Ofsted on 8 th October 2020.
		Robert Henderson	By 31 st Dec 20	EDC attended restorative practice management training in October 2020 and has publicised training in the staff bulletin. >50 managers and > 200 staff have attended training in October. Further sessions are set and include 'trainer the trainer' course so we can embed the training model.

	<ul style="list-style-type: none"> • 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; • 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>Sandy Hopkins</p> <p>Sandy Hopkins</p> <p>Robert Henderson</p> <p>Robert Henderson / Mike Harris</p>	<p>Meetings to be diarised by 30th Sept 20</p> <p>Meetings to be diarised by 30th Sept 20</p> <p>By 30th Dec 20</p> <p>Start: 1st Oct 20 Completed by: 31st Mar 21</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> <p>Staff conferences ran virtually in October 2020 and new chair of conference planning group appointed.</p> <p>Service support is factored into destination and design document that EDCS is coordinating.</p>
<p>Recommendation Three: Invest in managers and staff to deliver high quality services for children.</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 current practice standards to ensure that 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>Robert Henderson / Janet King</p> <p>Robert Henderson</p> <p>Robert Henderson</p> <p>Robert Henderson</p> <p>Robert Henderson</p> <p>Robert Henderson</p> <p>Robert Henderson</p>	<p>By 31st December 20</p> <p>By 31st Mar 21</p> <p>By 31st Mar 21</p> <p>By 31st Mar 21</p> <p>By 31st Dec 20</p> <p>By 30th Nov 20</p> <p>By 31st Dec 20</p>	<p>QA Unit Manager (Principal Social Worker) and Workforce Development Manager are leading on the development of a new Workforce Academy; with proposed launch date of April 2021.</p> <p>EDCS has instigated service review of appraisal completion with feedback to DMT scheduled for November 2020.</p> <p>Supervision guidance has been reviewed and management training started. DMT discussion regarding consistent reflective supervision offer scheduled for November 2020.</p> <p>Factored into destination and design document that EDCS is coordinating; scheduled for presentation to EMT and lead members in November 2020.</p> <p>To be undertaken as part of practice framework development. Workshops scheduled for November 2020.</p> <p>Quality assurance framework has been updated after review by Hampshire Children's Services (Partner in Practice).</p> <p>DCS has provided instruction regarding the reporting format to Improvement Board. Revised data requests have been submitted to the data team. Revised reporting due to begin in November 2020.</p>

<p>Recommendation Four: Introduce a compelling workforce strategy that ensures Southampton is the destination of choice for experienced and capable social workers and managers.</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; 	Robert Henderson / Janet King	By 31 st Mar 21	EDCS will take on chair of Recruitment and Retention group in November 2020.
	<ul style="list-style-type: none"> 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); 	Robert Henderson	By 31 st Mar 21	See above and recommendation 1. – communications team support.
	<ul style="list-style-type: none"> To 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; 	Robert Henderson / Sandy Hopkins	Start: 14 th Sept 20 Completed by 31 st Mar 21	Factored into destination and design document that EDCS is coordinating; scheduled for presentation to EMT and lead members in November 2020.
	<ul style="list-style-type: none"> To review the ICT equipment currently available to all officers in the service and prioritise the service in the roll out of new technology; 	Robert Henderson / Mike Harris	By 31 st Dec 20	<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 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>
<ul style="list-style-type: none"> To ensure that front line officers are actively involved in the design of the new case management system; 	Robert Henderson/Mike Harris	Completed by: 31 st Mar 21	CCM project team are coordinating list of staff who have expressed an interest in being involved. Wider engagement is being coordinated with the help of comm's team.	

	<ul style="list-style-type: none"> 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. 	Robert Henderson / Mike Harris	By 31 st Dec 20	Factored into destination and design document that EDCS is coordinating; scheduled for presentation to EMT and lead members in November 2020.
		Robert Henderson / Mike Harris	By 31 st Dec 20	Factored into destination and design document that EDCS is coordinating; scheduled for presentation to EMT and lead members in November 2020.
Recommendation Five: Ensure the council has a regular independent assessment of the effectiveness of its children's social care services	<ul style="list-style-type: none"> Advance plans to expand the membership of the Children's Services Improvement Board to include key partners; 	John Harrison	By 30 th Sept 20	Improvement Board Terms of Reference and Membership have been updated. New Board is scheduled to meet on 16 th November 2020. Membership has been extended to local safeguarding partners, advisory bodies and staff representatives.
	<ul style="list-style-type: none"> Revise the improvement plan in line with feedback from the independent review of the plan and associated documents; 	Robert Henderson	By 30 th Sept 20	Improvement plan was reviewed by EDCS and submitted to Ofsted on 8 th October 2020.
	<ul style="list-style-type: none"> To undertake broad engagement and communication activity with officers and partners on the content and key areas of the improvement plan; 	Robert Henderson	By 30 th Nov 20	Plan was discussed with SSCP chair and MOTAS management team. It will be developed with partners through revised board arrangements
	<ul style="list-style-type: none"> Commission a quarterly independent assessment of the quality of practice and associated report, which will be presented to the improvement board and cabinet members. 	Robert Henderson	By 30 th Nov 20	EDCS has updated that he will liaise with Hampshire as our Partner in Practice and will request that they undertake 'deep dive' activity in critical areas.
	<ul style="list-style-type: none"> Expand the independent expert support offer in partnership with Ofsted and DfE; 	Robert Henderson	Start: June 20 Completed by 30 th Sept 20	Hampshire Children's Services undertook a further review of the service improvement plan in September 2020. The DfE have been invited to contribute to the Improvement Board

Lead Owners:

Sandy Hopkins: Chief Executive Officer, Southampton City Council
 Robert Henderson: Executive Director (Wellbeing) – Children & Learning Services, Southampton City Council
 Councillor Paffey: Cabinet Member for Children & Learning Services, Southampton City Council
 Janet King: Service Director – Human Resources and Organisational Development, Southampton City Council
 Mike Harris: Executive Director Business Services / Deputy Chief Executive, Southampton City Council
 John Harrison: Executive Director Finance & Commercialism, Southampton City Council

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	CHILDREN AND LEARNING - PERFORMANCE
DATE OF DECISION:	3 DECEMBER 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 Learning up to the end of October 2020. At the meeting the Cabinet Member and senior managers from Children and Learning will be providing the Panel with an overview of performance across the division since September 2020.

RECOMMENDATIONS:

- | | | |
|--|-----|---|
| | (i) | That the Panel consider and challenge the performance of Children and Learning Services in Southampton. |
|--|-----|---|

REASONS FOR REPORT RECOMMENDATIONS

- | | |
|----|--|
| 1. | To enable effective scrutiny of Children and Learning 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 October 2020 is attached in Appendix 1 and Appendix 2. An explanation of the significant variations in performance will be provided at the meeting. |
| 5. | At the July 2020 meeting of the Panel a request was made to include within the dataset an indicator measuring the number of looked after children in residential care placements. The position up to the week commencing 8 th November 2020 is as follows: |

Month Beginning									Week commencing				
7th Feb 2020	6th March 2020	3rd April 2020	1st May 2020	5th June 2020	3rd July 2020	7th Aug 2020	4th Sept 2020	2nd Oct 2020	9th Oct	16th Oct	23rd Oct	30th Oct	8th Nov
33	37	39	38	40	39	43	43	45	46	47	46	45	46

Children in Residential Care Placements

6. The Cabinet Member, and representatives from the Children and Learning Senior Management Team, have been invited to attend the meeting to provide the performance overview.

RESOURCE IMPLICATIONS

Capital/Revenue/Property/Other

7. None directly as a result of this report.

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

8. The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.

Other Legal Implications:

9. None

RISK MANAGEMENT IMPLICATIONS

10. None

POLICY FRAMEWORK IMPLICATIONS

11. The Corporate Plan 2020 sets out the following regarding the wellbeing of children in the city:
 “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.”

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

Appendices

- | | |
|----|---|
| 1. | Children and Families Monthly Dataset – November 2020 |
| 2. | Early Help Dataset – November 2020 |
| 3. | 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		
<small>(Updated Mar-19, using 18-19 data)</small>		

Ref.	Indicator	Owner	Reporter	Outcome <small>(what impact will monitoring these measures have on the experiences of our children)</small>	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-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>	1147	1172	1403	1493	1343	1607	1555	→ -3%	↑ 15%		1337	1607	Local	Local	Local				The number of Contacts received in October, whilst less than September remains high and can still be a response to children and families not being seen or having the required support during the period of lockdown and school closure. We continue to work with partners to look at the needs within the city and our joint response. There is no current data available to compare trends with statistical neighbours. However, the service will review regional performance data, once released, to analyse any trends.
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>	286	270	342	388	263	357	368	→ 3%	↓ -12%		332	406	399	357	460				The number of Contacts received in October, whilst less than September remains high and can still be a response to children and families not being seen or having the required support during the period of Lockdown and school closure. We continue to work with Partners to look at the needs of the City and how this can be addressed.
M3	Percentage of all contacts that become new referrals 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>	25%	23%	24%	26%	20%	22%	24%	→ 7%	↓ -23%		25%	29%	Local	Local	Local				The number of Contacts converted to referrals has increased slightly. The conversion rate remains steady showing Threshold being applied correctly within the MASH. The high numbers of referrals have a direct impact upon the assessment service who work with the children and families referred.
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>	56	53	67	76	52	70	72	→ 3%	↓ -12%		65	80	Local	Local	Local				The rate per 10,000 for new referrals of CiN is slightly higher than the 12 month average; but lower than then position in September 2019. To assure ourselves around our decision making, we have continued working with the Quality Assurance Unit on monthly audits, now alternating between MASH and assessment.
M8-CL	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>	98%	99%	99%	98%	99%	94%	98%	→ 4%	↑ 11%	▲	98%	99%	Local	Local	Local				The 1 working day compliance has increased to 98% despite there continuing to be high number of Contacts into the service. Despite some remote working the MASH are able to process contacts in an effective way.
M6-CL (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>	10	25	17	15	19	23	27	↑ 17%	↑ 108%	▼	18	27	Local	Local	Local				The service manager has requested specific data on these cases so more understanding and work can be undertaken in this area. There was an expectation that there would be an increase of referrals, including re referrals, once the schools reopened after lockdown.
M6-CL	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>	3%	9%	5%	4%	7%	6%	7%	↑ 17%	↑ 133%	▼	5%	9%	25%	23%	25%				As above

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-20):
M4	Number of new referrals of children aged 13+ where child sexual exploitation (CSE) was a factor	tbc	Simon Demmion	<i>The needs and safety of children at risk of child sexual exploitation are responded to effectively.</i>	1	3	4	7	7	15	2	↓ -87%	↓ -60%		4	15	Local	Local	Local				The service is working with the QA unit on an audit which will review the service response to Missing, Exploited, Trafficked (MET) issues and to better understand the peak in referrals in September 2020. Moving forward, the service recommends that consideration is given to a revised indicator, linked to CERAF (risk assessment) and monthly MET Review data which counts the number of children in the city at risk of criminal and or sexual exploitation and identifies their level of risk.
M5	Number of children receiving Early Help services who are stepped up for Children In Need (CiN) assessment	tbc	Sean Holehouse	<i>The needs and safety of children at risk of child sexual exploitation are responded to effectively.</i>	1	10	1	13	4	7	14	↑ 100%	↑ 133%		8	22	Local	Local	Local				Early Help Locality Teams continue to work with families to prevent escalation of need, & to refer appropriately where children are at immediate risk and in need of protection. 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 / FM cohort are also reviewed regularly with EWS & schools to share risk information. The number of CSC 'step up' cases in September was above average with 14 recorded.
EH2	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>	1292	1311	1313	1313	1232	1251	1305	→ 4%	↓ -19%	▼	1,341	1,559	Local	Local	Local				The number of children in need overall is 19% lower than the same period last year and lower than our 12 month average; but 4% higher than the previous month. The service is continuing to monitor the impact of the pandemic on levels of demand.
EH5-OL	Number of children open to the authority who have been missing at any point in the period (count of children)	tbc	Simon Demmion	<i>The needs and safety of children who have been missing are responded to robustly.</i>	50	64	57	83	59	72	69	→ -4%	→ -8%	▼	67	83	Local	Local	Local				Continued high number of children reported missing in Southampton - 100% children offered return interviews and with very high completion rates especially amongst LAC.
EH3	Number of Single Assessments (SA) completed	tbc	Jacqui Schofield	<i>Children receive a comprehensive assessment of their needs; with strengths and areas of risk identified to inform evidence-based planning.</i>	259	247	265	326	248	243	285	↑ 17%	↓ -48%		317	479	318	353	447				The number of single assessments completed in October has increased which would be a direct result of the increase in contacts during September.
EH3a%	Percentage of Single Assessments (SA) completed within 10 days	tbc	Jacqui Schofield	<i>Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.</i>	13%	14%	6%	12%	4%	9%	12%	↑ 32%	↑ 185%	▲	10%	14%	19%	15%	17%				The number of single assessments completed within 10 days has increased by 32%. These are likely to be single assessments attached to section 47 enquiries with expected tighter timescales.
EH3b%	Percentage of Single Assessments (SA) completed within 11-25 days	tbc	Jacqui Schofield	<i>Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.</i>	43%	49%	44%	40%	32%	26%	32%	↑ 23%	↑ 61%	▲	35%	49%	Local	Local	Local				Single assessments completed within 11-25 days has increased be 23%.
EH3c%	Percentage of Single Assessments (SA) completed within 26-35 days	tbc	Jacqui Schofield	<i>Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.</i>	15%	11%	20%	18%	28%	21%	16%	↓ -21%	↑ 101%	▲	19%	28%	Local	Local	Local				Single assessments completed within 26-35 days has decreased by 21%.
EH3d%	Percentage of Single Assessments (SA) completed within 36-45 days	tbc	Jacqui Schofield	<i>Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.</i>	8%	13%	15%	23%	24%	30%	22%	↓ -29%	↑ 81%	▲	17%	30%	Local	Local	Local				Single assessments completed within 36-45 days has decreased by 29%.
EH3e%	Percentage of Single Assessments (SA) completed over 45 days	tbc	Jacqui Schofield	<i>Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.</i>	21%	14%	15%	7%	11%	13%	18%	↑ 33%	↓ -68%	▼	19%	39%	20%	17%	18%				The number of single assessments completed over 45 days has increased for the second month in a row at 18%. Whilst this remains a much better picture than October 2019 with a figure of 56%, it does reflect the pressure on the service from the increased referral rate.

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-20):
EHI (val)	Number of Single Assessments (SA) completed in 45 working days	tbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	204	213	225	303	221	211	235	↑ 11%	→ -4%	▲	250	303	243	285	360				The number of single assessments completed in 45 days has increased by 11%, again demonstrating the impact of the higher number of referrals coming into the service.
EHI-QL	Percentage of Single Assessments (SA) completed in 45 working days	tbc	Jacqui Schofield	Assessments are completed in a timely manner, to ensure that children receive the help they need without unnecessary delay.	79%	86%	85%	93%	89%	87%	82%	→ -6%	↑ 86%	▲	81%	93%	76%	81%	81%				Whilst the percentage of single assessment completed with 45 days has decreased from September, the performance is better than statistical neighbours, England and the South East Region. However, see above regarding the impact of higher referral numbers on service performance.
CP1	Number of Section 47 (S47) enquiries started	tbc	Jacqui Schofield	Where there are concerns about a child's safety, there is a robust assessment of risk.	104	112	138	121	81	126	121	→ -4%	↑ 14%		117	171	121	110	148				The number of section 47 enquiries has decreased slightly from September and is equal to statistical neighbours.
CP1-NI	Rate of Section 47 (S47) enquiries started per 10,000 children aged 0-17	tbc	Jacqui Schofield	Safeguarding investigations undertaken by the service are at a level that is comparable with other local authorities like Southampton.	20	22	27	24	16	25	24	→ -4%	↑ 14%		23	34	19	14	14				The number of section 47 enquiries per 10,000 children aged 0-17 is higher than statistical neighbours and is therefore an area which needs further investigation. The service is recruiting a data analyst who will be able to support this review of performance.
CP6B	Number of children with a Child Protection Plan (CPP) at the end of the month, excluding temporary registrations	tbc	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.	399	418	407	426	415	393	389	→ -1%	↓ -18%		427	490	388	439	527				There has been a small reduction in the number of children subject to CPP in October 2020 and the rate per 10,000 remains the same. The panel to review CPP and CIN cases > 12 months still needs to start. When it does, it is anticipated that this will contribute to case progression and therefore a reduction in cases.
CP6B-NI	Rate of children with Child Protection Plan (CPP) per 10,000 (0-17 year olds) at end of period	tbc	Stuart Webb	The number of children who require Child Protection Plans is at a level that is comparable with other local authorities like Southampton.	78	82	80	84	82	77	77	→ 0%	↓ -17%		84	96	48	44	41				There has been a small reduction in the number of children subject to CPP in October 2020 and the rate per 10,000 remains the same. The panel to review CPP and CIN cases > 12 months still needs to start. When it does, it is anticipated that this will contribute to case progression and therefore a reduction in cases.
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.	27	52	36	72	22	24	43	↑ 79%	↑ 26%		41	77	38	42	51				There has been an increase in the number and rate of ICPC this month; aligned with the level of safeguarding activity overall. Our 12 month average rate is consistently higher than our SN average, which indicates that decisions to take children to ICPC should be explored.
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	11	7	14	5	6	8	↑ 39%	↑ 16%		8	16	6	5	5				There has been an increase in the number and rate of ICPC this month; aligned with the level of safeguarding activity overall. Our 12 month average rate is consistently higher than our SN average, which indicates that decisions to take children to ICPC should be explored.
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.	25	50	35	58	17	22	38	↑ 73%	↑ 31%		36	66	32	36	44				The 12 month average for number and % conversion from ICPC to plan is slightly higher than statistical neighbour average.
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.	93%	96%	97%	81%	77%	92%	88%	→ -4%	→ 4%	▲	88%	97%	86%	86%	84%				The 12 month average for number and % conversion from ICPC to plan is slightly higher than statistical neighbour average.

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-20):
CP2b	Number of transfer-ins	Phil Bullingham	Stuart Webb	Children moving into Southampton receive a good standard of service and protection.	0	3	0	0	1	7	0	↓ -100%	↓ -100%		2	7	Local	Local	Local				There were no transfers in during the month. When there are, the service manager asks for an update from the CP chair(s) to clarify if transfer procedures have been followed.
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%	-	-	0%	100%	-	- n/a	- n/a		62%	100%	Local	Local	Local				There were no transfers in during the month. When there are, the service manager asks for an update from the CP chair(s) to clarify if transfer procedures have been followed.
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.	18	47	34	50	16	19	15	↓ -21%	↓ -21%	▲	27	53	33	33	40				The percentage of ICPC within time has reduced notably this month. All the late cases have been reviewed. The issues identified are as follows: 1. There were two conferences that could not be scheduled in timescale due to chair availability. This should be resolved as a new chair has joined the team, bring additional capacity. 2. Administrative error impacted upon the conferences (two were held on day 16). This has been addressed with the admin manager 3. Four conferences were referred in late (1 from assessment and 3 in PACT).
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.	67%	90%	94%	69%	73%	79%	35%	↓ -56%	↓ -38%	▲	64%	94%	84%	79%	77%				The percentage of ICPC within time has reduced notably this month. All the late cases have been reviewed. The issues identified are as follows: 1. There were two conferences that could not be scheduled in timescale due to chair availability. This should be resolved as a new chair has joined the team, bring additional capacity. 2. Administrative error impacted upon the conferences (two were held on day 16). This has been addressed with the admin manager 3. Four conferences were referred in late (1 from assessment and 3 in PACT).
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.	40%	72%	75%	75%	85%	62%	85%	↑ 37%	→ 5%	▲	72%	85%	Local	Local	Local				Work is ongoing to support workers to have the capacity to ensure their recording of visits is in timescales. Any visits not in timescales are generally due to health issues for the family (especially in current times of covid 19 and self isolation issues) and also poor engagement of families. This is an ongoing area of work for the teams and the reasons why visits are not completed within timescales are reviewed on a weekly basis. The aim is to ensure the number of visits undertaken and recorded within timescales can remain consistent and continue to 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	5	5	2	13	14	→ 8%	↑ 27%	▼	8	20	7	8	9				Our re-referral % is notably high for the second month, compared to our 12m average and SN, regional and national averages. The CPC team are now auditing every repeat CPP case with updates being included in the CPP advisors reports.
CP5-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.	16%	24%	14%	9%	12%	41%	37%	→ -9%	↑ 11%	▼	21%	41%	22%	21%	21%				Our re-referral % is notably high for the second month, compared to our 12m average and SN, regional and national averages. The CPC team are now auditing every repeat CPP case with updates being included in the CPP advisors reports.
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.	71	72	135	101	73	123	112	→ -9%	↓ -15%	▼	109	136	Local	Local	Local				The review CPC number remains slightly higher than the 12 month average. The number of plans ceasing is slightly lower than the 12m local average; but remaining higher than SN, regional and local indicators.

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-20):
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.	25	34	48	38	25	53	42	↓ -21%	↑ 83%	▲	43	63	34	37	47				The review CPC number remains slightly higher than the 12 month average. The number of plans ceasing is slightly lower than the 12m local average; but remaining higher than SN, regional and local indicators.
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.	487	488	488	512	493	485	492	→ 1%	→ -4%	▼	493	512	496	514	541	515	495	420	October has seen a slight increase on last month from 485 , up 7, to 492 - but it remains below the 12 month average of 493 and well below the 12 month maximum of 512.
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.	96	96	96	101	97	95	97	→ 2%	→ -4%	▼	97	101	86	65	53				As above, there has been a corresponding increase in the rate per 10,000 of population from 95 in September to 97 in October.
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.	7	7	10	29	9	8	23	↑ 188%	↑ 77%	▼	13	29	16	17	19				There has been a significant increase in the number on new LAC episodes in October- there were 9 in August and 8 in September rising to 23 in October. With the exception of July when there were 29 new episodes, this is the highest this indicator has been in the past 12 months, with the average for the year being at 13 per month.
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.	6	6	9	6	24	17	16	→ -6%	↑ 23%	▲	14	24	15	16	18				16 children have ceased to be in our care in October, by comparison with 17 in September and 24 in August so this number remains fairly high, with a variance between 7 and 29 and an average of 13 across the last 12 months.
LAC6 (vel)	Number of adoptions (E11, E12)	tbc	Martin Smith	Children who are being adopted will receive timely and effective support.	0	0	2	0	4	4	4	→ 0%	↑ 300%	▲	2	4	2	2	3	50			The number of Adoption Orders being granted is higher than the 12 month average. This reflects 'catch up' activity. We continue to see the court hear adoption applications and addressing the backlog of applications lodged since the commencement of the pandemic.
LAC6 (%)	Percentage of adoptions (E11, E12)	tbc	Martin Smith	Children who are being adopted will receive timely and effective support.	0%	0%	22%	0%	17%	24%	25%	→ 6%	↑ 225%		16%	50%	15%	12%	18%				25% of children leaving care this month was as a result of adoption orders being granted. This is consistent with last month, but not a notable outlier over the last 12 months. The 12 month average has reduced significantly as a result of the low numbers over the last three months. Noted impact of the pandemic.
LAC12 (vel)	Number of Special Guardianship Orders (SGOs) (E43, E44)	tbc	Martin Smith	Children subject to Special Guardianship Orders will receive timely and effective support.	0	0	1	0	6	4	4	→ 0%	↑ 33%		2	6	Local	Local	Local				The number of SGO granted remains high as the court continues to hear applications and address the backlog of applications lodged since the commencement of the pandemic.
LAC12 (%)	Percentage of Special Guardianship Orders (SGOs) (E43, E44)	tbc	Martin Smith	Children subject to Special Guardianship Orders will receive timely and effective support.	0%	0%	11%	0%	25%	24%	25%	→ 6%	→ 8%		14%	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.	50%	39%	78%	75%	73%	70%	80%	↑ 14%	→ 5%	▲	70%	82%	Local	Local	Local				The impact of the pandemic and capacity issues have been evident against this indicator. Evidence of improved performance this month, although there is still further improvement needed.
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.	95%	96%	96%	95%	96%	96%	98%	→ 1%	→ 3%	▲	95%	98%	Local	Local	Local				Authorisation of care plans remains consistently high; which is the foundation for the service to focus on the quality of care planning.

Ref.	Indicator	Owner	Reporter	Outcome (what impact will monitoring these measures have on the experiences of our children)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	% change from Sep-20	% change from Oct-19	DoT	12-mnth avg	12-mnth max.	SN	ENG	SE region	Target 17-18	Target 18-19	Target 19-20	Commentary (Oct-20):
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.	461	469	467	487	473	467	480	→ 3%	→ -1%	▲	469	487	Local	Local	Local				Authorisation of care plans remains consistently high; which is the foundation for the service to focus on the quality of care planning.
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.	13	12	12	11	11	10	11	↑ 10%	↓ -27%		13	15	31	33	51				We have had 1 new asylum seeking minor come in to our care in October, bringing us back to 11 in total, so this indicator remains below the 12 month average of 13 and below the 12m maximum of 15
LAC14	Number of new unaccompanied Asylum Seeking Children (UASC)	tbc	Mary Hardy	Unaccompanied Asylum Seeking Children are identified and supported by the local authority.	0	0	0	0	0	0	1	- n/a	→ 0%		0	2	Local	Local	Local				October has seen the first asylum seeking minor to come in to our care since February of this year, so since before Covid lockdown in March.
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.	161	166	171	174	171	178	173	→ -3%	→ 6%	▲	166	178	Local	Local	Local				October has seen a fall of 5 from 178 to 173 young people in our care with an authorised Pathway plan, but that slightly smaller cohort has resulted in a correspondingly increased % for this data (see below) as it has gone up from 96 to 98%, the highest for the 14 months of data on this spreadsheet.
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.	95%	96%	96%	96%	94%	96%	98%	→ 2%	→ 2%	▲	95%	98%	Local	Local	Local				See above.
NI147	Percentage of Care Leavers in contact and in suitable accommodation	tbc	Mary Hardy	Care Leavers are in accommodation that is safe and secure.	81%	83%	86%	86%	84%	85%	85%	→ 0%	→ 5%	▲	83%	86%	81%	85%	84%	92.0%	93.0%	94%	This indicator remains at 85%, which is the same as it was last month and 4% better than it was in October last year. However, some targeted work is being planned to further increase the numbers in suitable accommodation in the coming months. (this is reflected in the service improvement plan).
LAC9 (val)	Number of Looked after Children (LAC) placed with IFAs at end of period	tbc	Martin Smith	Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.	144	143	139	140	142	140	143	→ 2%	→ -9%	▼	145	154	Local	Local	Local	112	TBC	TBC	The total number of IFA reflect the need to identify external placements due to availability of in house placements (both with regards to numbers and skills/specialism).
LAC9	Percentage of IFA placements (of all looked after children)	tbc	Martin Smith	Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.	30%	29%	28%	27%	29%	29%	29%	→ 1%	→ -5%	▼	29%	30%	Local	Local	Local				Research undertaken by The South East Sector Led Improvement Programme (SESLIP) identified that Southampton's performance is consistent with other local authorities across the South East.
LAC16	Number of in-house foster carers at the end of period	tbc	Martin Smith	Our Looked after Children will benefit from high quality fostering provision, with our own carers wherever possible.	166	165	164	165	161	161	160	→ -1%	→ -5%	▲	165	172	Local	Local	Local	190	190	200	The number of in house mainstream foster carers will continue to see a decline as the backlog of recording panel activity and closures is being addressed. The recruitment strategy for 2020-23 has been drafted and endorsed by CLT. A 6 month review of our recruitment strategy has been completed - Enquires remain consistent at the high teens. We have recruited 6 new mainstream foster carers. Despite the pandemic this is an increase from this time last year. However, our loss of foster carers is not keeping pace with the gains, with a net loss of 5. Reasons for resignations are known and mainly relate to retirement, personal circumstances or adopting their foster children. Further recruitment strategy are planned and will be implemented over the next 6 months.

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)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-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 (Oct-20):
EH1a	Number of Early Help Assessment (EHA) started in the month	Julian Watkins	Sean Holehouse	Children and families benefit from an early help offer that is rooted in a good understanding of their needs.	79	79	96	139	132	124	124	→	0%	↑	25%		125	205	-	-	-				Numbers of new referrals have stabilised following initial drop during 'lockdown' and this month are at the 12 month average. EH Hub referrals from CAMHS & other Solent Health teams has increased. A small interim Team (using 5 existing Snr FSW staff) are delivering shorter interventions (8 weeks) with ~30 families with child behaviour and emotional well being presenting needs to avoid 'waiting lists' forming for families due to increased referrals (25% higher than this time last year). Voluntary sector capacity developed with Safe Families contract approval to commission up to 58 additional families to be worked with this year. An Early Help Dashboard of reportable measures has been 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. Reportable measures have been approved by Head of Service and data team are scheduling revised reports.
EH1c	Number of Early Help Assessment (EHA) completed in the month INCLUDING adults aged 21+	Julian Watkins	Sean Holehouse	Assessments are completed for adult family members where a need for support is identified.	182	182	258	278	263	250	308	↑	23%	↑	60%		246	322	-	-	-	288	336	TBC	'Number of assessments completed are higher than rolling monthly average & significantly higher (60%) than a year ago.
EH1b	Number of Early Help Plans (EHPs) opened in the month (includes EHPs completed, and those still open at end of period)	Julian Watkins	Sean Holehouse	Children and families benefit from early help plans that meet their presenting needs.	219	219	233	339	280	252	338	↑	34%	↑	53%		242	339	-	-	-				The rate of opened EHP's is above rolling monthly average and significantly more (53%) than a year ago. Teams continue to focus on timeliness standards and case closures to support families self reliance and case throughput. EH locality case holding (Snr FSW) service capacity is 100% (15 families per SFSW pro rata & adjusted for named staff with parenting hub course delivery). Total families open to locality Snr FSW's (27 FTE) is 367 (698 children) - Central 87 / West 138 / East 123 (excluding 71 families - 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+	Julian Watkins	Sean Holehouse	Assessments are completed for a children where a need for early help support is identified..	122	122	192	186	177	175	204	↑	17%	↑	41%		174	229	-	-	-				The rate of completed EHA's is above rolling monthly average and significantly more (41%) than a year ago. Peripatetic project cases (27 families) reviewed and a special EY Resources Panel in October decided on assessment / plan progression & agreed 'step down' planning to U/UP with schools using VCSE partners (Safe Families contract exemption) to support TAF 'back to school' transition. 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	Julian Watkins	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.	2345	2345	2339	2363	2256	2250	2301	→	2%	↓	-16%		2401	2656	-	-	-				
LSCB17a	Percentage of 16-17 year olds NEET or whose activity is not known	Derek Wiles	Debbie Blythe	Young people benefit from an effective work to engage them in education, training and employment.			tbc	tbc	tbc	tbc	tbc	-	n/a	-	n/a	▼	-	0.0%	-	-	-				
YO2	Number of first time entrants to the Youth Justice System per 100,000 10-17 year olds in period	Julian Watkins	Debbie Blythe	Young people are appropriately diverted from entry into the criminal justice system through the local diversion / prevention offer.			tbc	tbc	tbc	tbc	tbc	-	n/a	-	n/a	▼	-	0	417	327	256				

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Agenda Item 9
Appendix 2

FM011	Families attached per quarter	Julian Watkins	Sean Holehouse	Families benefit from a robust local Troubled Families offer. (Families Matter)			tbc	tbc	tbc	tbc	tbc	-	n/a	-	n/a	▲	-	0	-	-	-				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 40 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	Julian Watkins	Sean Holehouse	Family engagement in the Families Matter programme translates into PBR, for further investment into the programme.			tbc	tbc	tbc	tbc	tbc	-	n/a	-	n/a	▲	-	0	-	-	-				<p>87 successfully worked with families (PBR certified claims) for QTR 1 & 2 (51 in Qtr 2). 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.</p> <p>The new target of 371 PBR, assuming a 40% conversion rate (as per last year), would require an attached cohort of ~930 families. We are current tracking ~800 families, which means a further minimum attachment of 130 attachments is required - 40 per month (or around 9 per week) between now and December 2020, to allow tracking of outcomes and claims to be submitted by March 2021. Future national TF programme beyond this year is pending spending review.</p> <p>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.</p>

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:	MONITORING SCRUTINY RECOMMENDATIONS
DATE OF DECISION:	3 DECEMBER 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	
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 – 3 December 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 – 3 December 2020

Date	Title	Action proposed	Action Taken	Progress Status
01/10/20	Children's Services Improvement Plan	1) That a recommended dataset to enable the Scrutiny Panel to monitor progress in the delivery of the Improvement Plan is presented to the Panel at the December meeting.	The improvement report produced for the November 2020 Improvement Board has been shared with Scrutiny Panel in December 2020. The report identifies the critical performance and improvement themes and contains the draft data set which is being developed to monitor the plan. The full data set will be complete by the January 2021 improvement board.	
		2) That the 'Line of Sight' document that is in development is considered at the December meeting of the Panel.	The improvement report produced for the November 2020 Improvement Board has been shared with Scrutiny Panel in December 2020. The report identifies the critical performance and improvement themes and contains the draft data set which is being developed to monitor the plan. The full data set will be complete by the January 2021 improvement board.	
		3) That, if available, the feedback from Ofsted is shared with the Panel at, or before, the next meeting of the Panel.	There has been no formal feedback from Ofsted. The service was notified of a focused visit under the revised Inspection of Local Authority Children's Services (ILACS) inspection framework in October 2020. However, this has been postponed to 2021 (date unconfirmed) due to the lockdown.	
01/10/20	Children's Services Performance	1) That the planned threshold review is considered at a future meeting of the Panel.	The threshold review is underway and a date for presentation to the panel will be recommended.	
		2) That, in line with recommendation 1 above, consideration be given to including measures of quality, caseloads and supervision within the performance dataset to be discussed at the December meeting of the Panel.	Reference improvement report provided; pages 4, 13, 14.	
01/10/20	Educational Attainment	1) That, reflecting concerns relating to sustainability of provision, the Panel are kept apprised of significant developments with regards to Key Stage 5 settings in the city.	There are ongoing plans that are still in the very early stages of development involving other local post-16 institutions. Discussions are at an early stage, but progress has the potential of being rapid once there is agreement. Meetings are taking place and the LA is being briefed by the DfE/ESFA, but currently no face to face meeting have taken place with those involved in these proposals. The DfE have asked that the	Appendix 1

Date	Title	Action proposed	Action Taken	Progress Status
			institutions involved with these proposals are kept confidential until further discussions have taken place.	
01/10/20	Recruitment of In-House Foster Carers	1) That consideration be given to providing full time funding for the proposed specialist foster carers.	The funding for specialist foster carers sits within the overall fostering recruitment budget and therefore provides the service with the capacity to grow the specialist offer.	
		2) That examples of the feedback provided by enquirers who did not progress to become foster carers is circulated to the Panel.	Recommendation that this is rescheduled as part of a broader fostering discussion.	