

Children and Families Scrutiny Panel

Thursday, 25th November, 2021
at 5.30 pm

PLEASE NOTE TIME OF MEETING

Conference Room 3 - Civic Centre

This meeting is open to the public

Members

Councillor Guthrie (Chair)
Councillor Bell
Councillor Laurent
Councillor Mitchell
Councillor Paffey

Appointed Members

Nicola Brown, Primary Parent Governor
Catherine Hobbs, Roman Catholic Church
Francis Otieno, Primary Parent Governor
Vacancy - 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

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.

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.

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

Southampton: Corporate Plan 2020-2025 sets out the four key outcomes:

- Communities, culture & homes - Celebrating the diversity of cultures within Southampton; enhancing our cultural and historical offer and using these to help transform our communities.
- Green City - Providing a sustainable, clean, healthy and safe environment for everyone. Nurturing green spaces and embracing our waterfront.
- Place shaping - Delivering a city for future generations. Using data, insight and vision to meet the current and future needs of the city.
- Wellbeing - Start well, live well, age well, die well; working with other partners and other services to make sure that customers get the right help at the right time.

Dates of Meetings: Municipal Year

2021	2022
17 June	27 January
22 July	31 March
30 September	
4 November	
25 November	

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 - 6)

To approve and sign as a correct record the Minutes of the meetings held on 22 July 2021 and to deal with any matters arising, attached.

7 KEY PERFORMANCE INDICATORS - SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (Pages 7 - 12)

8 CHILD FRIENDLY SOUTHAMPTON (Pages 13 - 22)

9 DESTINATION 22 (Pages 23 - 82)

10 CHILDREN AND LEARNING - PERFORMANCE (Pages 83 - 110)

11 MONITORING SCRUTINY RECOMMENDATIONS (Pages 111 - 116)

SOUTHAMPTON CITY COUNCIL
CHILDREN AND FAMILIES SCRUTINY PANEL
MINUTES OF THE MEETING HELD ON 22 JULY 2021

Present: Councillors Guthrie (Chair), Bell, Laurent, Mitchell and Dr Paffey
Appointed Members: Rob Sanders

9. **STATEMENT FROM THE CHAIR**

The Chair noted the Covid-19 meeting protocol that applied to the meeting.

The Chair noted that there would be an additional meeting of the Children and Families Scrutiny Panel on 5 November 2021

10. **THE SUFFICIENCY OF ACCOMMODATION FOR LOOKED AFTER CHILDREN**

The Panel considered the report of the Executive Director of Children and Learning which informed the Panel on the approach the Council was taking to fulfil its duty to secure sufficient accommodation within the authority's area to meet the needs of children that were looked after by the Council.

Councillor P Baillie, Cabinet Member for Children's Social Care; Robert Henderson, Executive Director Wellbeing – Children and Learning, Southampton City Council; and Julian Watkins, Service Manager – Children and Families, Southampton City Council; were present, and with the consent of the Chair, addressed the Panel.

In discussion the Panel noted that:

- The placement market was challenged nationally, however Ofsted had referenced that the service was not keeping up with demand and there were concerns that, unless the issues were addressed more children would be required to be placed in unregulated settings, or at expensive placements outside the local area, which are outcomes that would not be in best interest of our looked after children or the Children's Services budget.
- The Local Children's Home project would be reviewed following a period of testing the open property market and there was support for this approach from the Cabinet Member.
- Regarding the Fostering Strategy the Panel recognised that there had been challenges caused by the pandemic and were concerned that after eighteen months the required outcomes had not been delivered. The Panel noted that a marketing specialist and fostering ambassadors had been recruited to improve the collection and analysis of feedback from people who enquired about fostering but did not progress to become foster carers. There would be a dedicated week in September to promote Corporate Parenting and Fostering.
- Progress had been achieved with the specialist fostering schemes, the parent-child scheme and the step across scheme. The parent-child scheme placed

both the parent and the child with a foster carer for support and assessment. If the assessment failed for the parent, the child would be moved onto a separate placement.

- The long-term solution would be to intervene early to support children and families so there are fewer looked after children in Southampton. The Panel noted that like a lot of local authority's early support services had been stripped away through austerity which had contributed to an increase in children needing social work intervention. The Children and Learning service would be investing in the development of the early help offer to provide support when problems first emerged before they evolved into a problem requiring social work intervention.

RESOLVED:

- (i) That following the identification of a suitable property to accommodate a children's home, ward councillors and planning officers would be engaged prior to the start of the planning application process to help facilitate a positive discussion with the local community.
- (ii) That data relating to the number and percentage of looked after children aged 16+ accommodated in semi-independent provision would be circulated to the Panel.

11. **REVIEW OF THRESHOLDS IN SOUTHAMPTON – THE PATHWAYS DOCUMENT**

The Panel received and noted the report of the Executive Director of Children and Learning which requested that the Panel noted the progress made in reviewing local thresholds and the next steps in embedding the Pathways document.

Robert Henderson, Executive Director Wellbeing – Children and Learning, Southampton City Council; and Julian Watkins, Service Manager – Children and Families, Southampton City Council; were present, and with the consent of the Chair, addressed the Panel.

In discussion the Panel noted that:

- In June 2021 only 16% of contacts received through the front door had become referrals. The number of Section 47 assessments carried out by the service was high but many of the assessments completed did not progress to Child Protection Plans.
- Over the last six months a working group had been established which included a range of local partners and had developed a network of trust and collaboration in the city. The working group had reviewed the Thresholds document and developed it into a Continuum of Need document.
- The focus had moved to a needs-based assessment of children and families, instead of a threshold meeting assessment, so that support was targeted to meeting the child's needs and not delayed until they meet a threshold
- The language used in the document had been changed so that professionals were invited to provide information about the needs of a child and then the service would help them find the right services which would provide the child with the right support to meet their needs which could be early help, community support or social work assessment and plan.

- The adoption of the Pathways document required staff and partners to make a cultural shift to thinking how do I work with this referrer to meet the needs of the child, instead of always taking on responsibility for meeting all the needs of that child with specialist intervention.
- There would still be resource challenges and ways to resolve these challenges would be required. There was a richness in the voluntary and community sector, but it was fragmented. The Executive Director for Children and Learning wanted to invest in building capacity in that sector to ensure that services were delivered in the communities where they were needed.
- The children who were already in the system were essentially already in the right place, but should they be re-referred into the system then they would come across this new approach.
- The Continuum of Need and Pathways document had been sent to the Local Safeguarding Children Board and to Hampshire County Council Children's Services for review.
- The Children and Families service would be hosting a launch event in October for the children's resource hub (Multi Agency Safeguarding Hub) which would reflect the new emphasis on partnership and early intervention approach instead of just safeguarding.
- This was one part of the success measures that had been put forward for improvement, and all of the success measures would be reviewed by the Panel as part of the 2022-2023 schedule of meetings.

12. **CARE DIRECTOR IMPLEMENTATION FOR CHILDREN AND LEARNING**

The Panel considered the report of the Executive Director for Children and Learning which provided an update on the forthcoming implementation of CareDirector

Alison Milton, Strategic Finance and Commercialisation Project Manager, Southampton City Council, was present and with the consent of the Chair addressed the Panel.

In discussion with the officer the Panel noted that:

- CareDirector was different from Paris as it was like a web browser application, with a simplified log on process and improved layout for practitioners to view information.
- Phase three of the project included the creation of an online portal that would enable staff from partner organisations to log in and view only the information that they needed to view.
- CareDirector would only go live when the project board, chaired by the Director of Children and Learning, were satisfied that the eleven clear criteria for the project had been met.
- The data on Paris had been archived so that it would still be available as read only after the transition to using CareDirector.
- An external training provider would deliver virtual training to staff and would also provide access to the training materials at the end to for any catch up training for staff who missed out.

- The governance arrangements for CareDirector included three boards, for Adults, Children's and Finance users that would meet twice a year to review CareDirector and make sure that it was still meeting the needs of the service.

RESOLVED that when CareDirector had been implemented as a live system, the Panel would be provided with the following information:

- 1) The percentage of Children's Services and Learning staff who have undertaken training on CareDirector, where it is deemed appropriate for them to do so
- 2) Staff satisfaction levels with the new system

13. **CHILDREN AND LEARNING - PERFORMANCE**

The Panel received the report of the Service Director, Legal and Business Operations, which recommended that the Panel considered and challenged the performance of Children and Learning Services in Southampton.

Robert Henderson, Executive Director Wellbeing (Children and Learning), Southampton City Council; and, Julian Watkins, Service Manager, Children and Learning Department, Southampton City Council were present and, with the consent of the Chair, addressed the Panel.

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

- That twelve percent of children on a child protection plan had not received a visit within 3 weeks. The Service Manager was focused on the quality of the visit rather than the frequency of the visits as he believed that fewer good quality visits would be more effective than more frequent poor quality visits.
- Expertise in supporting Unaccompanied Asylum Seeking Children and specialised accommodation for them needed to be developed to catch up with other places in the country.
- The service had recruited 30 new social workers in the last 2 months and 10 'grow your own' social workers would be starting in September so the use of agency staff could be gradually phased out.
- The number of care leavers in suitable accommodation was at the highest level it had been for years.
- There was an increase in Missing Children in June

RESOLVED:

- 1) That commentary for CP8-QL, the percentage of children subject to a Child Protection Plan seen in the last 15 days, would be provided to the Panel which included additional detail on the reasons why visits are not at 100%.
- 2) That, reflecting concerns about the increase in numbers and the associated risks to the children, the Panel consider in detail the position with regards to missing children at the 31 March 2022 meeting.

14. **MONITORING SCRUTINY RECOMMENDATIONS**

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

The Panel noted that the updated Ofsted Priority Action Improvement Plan was attached as appendix 2 and that all the requested information had been provided and utilised to inform the discussion of the agenda items.

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Agenda Item 7

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	KEY PERFORMANCE INDICATORS – SPECIAL EDUCATIONAL NEEDS AND DISABILITIES
DATE OF DECISION:	25 NOVEMBER 2021
REPORT OF:	EXECUTIVE DIRECTOR CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Children and Learning	
	Name:	Robert Henderson	Tel: 023 8083 4899
	E-mail:	robert.henderson@southampton.gov.uk	
Author:	Title	Head of Service	
	Name:	Tammy Marks	Tel: 023 80832136
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STATEMENT OF CONFIDENTIALITY	
N/A	
BRIEF SUMMARY	
<p>This paper offers an oversight of two of the primary statutory functions within the Special Educational Needs and Disability Service, highlighting the performance against statutory Education, Health and Care Assessments and appeals associated to this process and the statutory timescales for children open to the Jigsaw (Children with Disabilities) social work team, highlighting current challenges and areas for focus.</p>	
RECOMMENDATIONS:	
(i)	That the Panel note the current position relating to timeliness of statutory Education, Health and Care Assessments, including appeal rates, and that from 2022 the service will be required to report on performance against annual reviews of Education, Health and Care Plans.
(ii)	That the Panel note the current performance of statutory social work assessments for children held in the JIGSAW Team (for children with disabilities).
REASONS FOR REPORT RECOMMENDATIONS	
1.	Southampton City Council has statutory responsibilities relating to the assessment of children and young people with SEND, as underpinned by the Children and Families Act 2014 and associated legislation.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None

DETAIL (Including consultation carried out)**Timeliness of Education, Health and Care Assessments**

3.	In August 2021 the service achieved a 100% completion rate for 24 months consecutively for EHC Assessments completed in timeframe. For context, this is from a baseline completion rate of 5.3% for 2018 and 50.2% in 2019. Southampton were one of only 8 LA's nationally to achieve a 100% completion rate and only 58% of all EHC Plans were issued within timescales nationally.
4.	The % of pupils with EHCP's in Southampton is 4.4% against a national 3.7% average.
5.	From 2023 LA's will be required to report on timeliness of Annual Reviews of Education, Health and Care Assessments in the annual data collection for the Department for Education. There have been delays to annual reviews being completed by schools and processed by the service, owing to COVID and staff changes in both the SEN Team and the Business Support Unit. The service has completed a full data cleanse by manually checking and updating in excess of 2000 records, with all schools now receiving termly notifications of the list of annual reviews and when these are due. The service is in the process of developing an alert system on the database so that when timescales lapse these send automatic prompts for chasing schools. We will be partaking in the voluntary data submission to the DfE throughout 2022 for % of annual reviews completed in timescales. We have not been required to submit this previously so there is no historical data available.
6.	Whilst comparative national data is not published on tribunals, anecdotally we are aware that these figures are high in Southampton. We have a very active Information, Advice and Support Service, and strong parental representation in the city. This is positive but can result in increased demand. In 2020 we had 62 appeals raised. 32 of these were relating to the decision to assess and 25 relating to a specific school. 31 went to a hearing with the others being resolved before this date. Whilst the proposals relating to an expansion and reconfiguration of special schools will seek to reduce the number of appeals that we receive against the school named in the EHC Plan, there is work to do to avoid appeals against decisions to assess. This will be a focus for the service in the next 12 months, with intentions to increase the uptake of informal mediation and improve information sharing at the point at which a request for assessment is made.
7.	In September 2021 two assessments fell outside of statutory timescales. One of these was owing to the complexity of the case – we could have issued in timescales if we had decided to name a “type” of school, however, this would have been strongly opposed by the parents and the service prioritised the maintaining of relationships in this case. The other was due to an administrative error in the business support unit that sits separately from children's services. This has been raised with and addressed by senior management in that service area.

8.	The service is currently experiencing capacity issues at a management level. We have one longstanding vacant Assistant Team Manager post and the Team Manager has been absent for two months as a result of long COVID. This is putting pressure at both management and officer level. This presents a risk to service delivery but at this stage we are not anticipating a risk to statutory timescales.
Forecast Performance for 2021	
9.	We predict that our overall completion rate for 2021 will be above 95% which will still place us in the highest percentile nationally.
Timeliness of statutory social work assessments and visits for Jigsaw (Children with disabilities)	
10.	See document attached as Appendix 1 – this presents performance against assessments, visits and supervisions from April 2021 – October 2021.
11.	A recent focus on timeliness has led to an improvement in performance, with 90% of visits in timescales and 80% supervisions. Assessments in timescales are challenged and are a priority focus, but have been significantly impacted by staff changes, staff sickness/those isolating and an increase of 42 children open to the team since April, which is a 13% increase. This has resulted predominantly from a decision to transfer children with SEND into the team from PACT where it is felt that Jigsaw can offer a more fitting service to the children and families' needs.
12.	Staff turnover has been high with 3 social workers leaving, 1 on maternity leave and another 2 currently serving notice, with 13 new members joining the team, including a new team manager, social workers, family engagement workers and 1 assistant team manager returning from maternity leave.
13.	The team have been significantly impacted by COVID in the past 2-3 weeks in relation to those who have tested positive and those required to isolate, which has added pressure to those staff remaining in the service, having an impact on staff morale. This will impact visiting and assessment timescale data for the current period.
14.	The focus of a recent staff away day was staff wellbeing considering the impact of change relating to staffing and the direction of the service as part of the Destination 2022 developments.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
15.	N/A
<u>Property/Other</u>	
16.	N/A
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
17.	N/A

<u>Other Legal Implications:</u>	
18.	N/A
RISK MANAGEMENT IMPLICATIONS	
19.	Steps being taken to manage the risks associated with placement sufficiency are outlined in Appendix 1.
POLICY FRAMEWORK IMPLICATIONS	
20.	N/A

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Highlight report: Key Performance Indicators – JIGSAW

Documents in Members' Rooms

1.	None
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Equality Impact Assessment

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

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

Other Background documents available for inspection at:

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

Agenda Item 7

Appendix 1

Jigsaw key performance Data

April – October 2021

Visits	April 30 th	May 31 st	June 30 th	July 31 st	August 31 st	September 30 th	October 19 th
In	196 (87%)	202 (83%)	217 (86%)	209 (81%)	213 (81%)	222 (84%)	237 (90%)
Out	30 (13%)	40 (17%)	34 (14%)	50 (19%)	51 (19%)	42 (16%)	30 (10%)
Number of children open to Jigsaw	266	281	288	297	302	304	308

Assessment Plans	April 30 th	May 31 st	June 30 th	July 31 st	August 31 st	September 30 th	October 19 th
In/On time	143 (53.76%)	161 (57.30%)	158 (54.86%)	165 (55.55%)	169 (55.96%)	161 (52.96%)	199 (64.61)
Out/Overdue	123 (46.24%)	120 (42.70%)	130 (45.14)	132 (44.44%)	133 (44.04%)	143 (47.04)	109 (35.39%)
Number of children open to Jigsaw	266	281	288	297	302	304	308

Supervisions	April 30 th	May 31 st	June 30 th	July 31 st	August 31 st	September 30 th	October 19 th
In	169 (64%)	173 (62%)	201 (70%)	216 (73%)	188 (62%)	233 (77%)	245 (80%)
Out	97 (36%)	108 (38%)	87 (30%)	81 (27%)	114 (38%)	71 (23%)	63 (20%)
Number of children open to Jigsaw	266	281	288	297	302	304	308

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Agenda Item 8

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL		
SUBJECT:	CHILD FRIENDLY CITY - UPDATE		
DATE OF DECISION:	25 NOVEMBER 2021		
REPORT OF:	EXECUTIVE DIRECTOR – CHILDREN AND LEARNING		
<u>CONTACT DETAILS</u>			
Director	Name:	Robert Henderson, Executive Director Children and Learning	Tel: 023 8083 4899
	E-mail:	Robert.henderson@southampton.gov.uk	
Director	Name:	Mary D’Arcy, Executive Director Communities, Culture & Homes	Tel: 023 8083 4611
	E-mail:	mary.d'arcy@southampton.gov.uk	
AUTHOR	Title:	Stronger Communities Manager	
	Name:	Jason Murphy	Tel: 023 8083 3951
	E-mail:	Jason.murphy@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY
None
BRIEF SUMMARY
Southampton City Council has been exploring the potential to become a Child Friendly City since 2017 following the launch of its Restorative Charter in November 2017. The initiative has had the support of both the current and previous administration which has incorporated the initiative into the new Corporate Plan for 2021 to 2025.
By working with Child Friendly Cities such as Leeds and Bristol, Southampton City Council has explored a number of options that can be achieved here in Southampton. This has included the possibility of seeking accreditation from UNICEF to join an international programme of Child Friendly Cities.
Responsibility for pursuing a Child Friendly City was absorbed into the new Stronger Communities Team in April 2020. This will be led by the Participation Team within Stronger Communities working collaboratively with Children’s and Learning Service, schools and early years settings.
On 21 st July 2021 the Corporate Plan for 2021 to 2025 was approved at full council which set the objective to ‘Achieve our ambition to become a UNICEF Child Friendly City by 2024/25’.
The Corporate Plan sets the following milestones: <ul style="list-style-type: none"> • Acceptance onto accreditation programme by Autumn 2021 • Install first children’s mayor by May 2022 • New programmes of support and engagement involving children and young people by March 2022 • Rights of children enshrined in local policy making and scrutiny processes by 2024.

The ambition aligns well with our ambition to become UK City of Culture; the Children and Learning Service Improvement Plan (post-Ofsted Inspections in 2019 and 2021) and the refreshed Children and Young People's Strategy.	
RECOMMENDATIONS:	
(i)	That the Panel considers and notes this report.
REASONS FOR REPORT RECOMMENDATIONS	
1.	The Chair requested that the Children and Families Scrutiny Panel receives an update on Child Friendly Southampton.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	Not Seeking Accreditation: Although this is not our preferred option, should Southampton be unsuccessful in gaining entry to the accreditation programme, the city is at liberty to declare Child Friendly status, pursuant to the same goals and objectives.
DETAIL (Including consultation carried out)	
3.	The Stronger Communities Team is currently working with UNICEF as an applicant city to join the programme. Success in joining the programme would mean Southampton becomes the first South Coast City in the UK to join the programme along with Aberdeen, Derry & Strabane, Cardiff, Barnet, Redbridge, and Liverpool. Southampton's ambition is to become the seventh city to join the programme.
4.	A number of local partners have stepped forward to support the expression of interest and will be the cities primary champions who will promote and launch the scheme. In addition, a number of stakeholders have expressed an interest in becoming ambassadors for the scheme. These include: <ul style="list-style-type: none"> • Southampton Football Club/Saints Foundation, • No Limits, • Solent NHS Trust, • GO! Southampton Business Improvement District, • John Hansard Gallery • The Mayflower Theatre Trust.
5.	An internal Executive Steering Group has been established, chaired by the Executive Director for Children and Learning, inclusive of representation from the following teams, who as internal stakeholders have been invested in supporting our ambition to become a Child Friendly City: <ul style="list-style-type: none"> • Junior Neighbourhood Wardens (Housing) • Public Health (Tackling Childhood Obesity) • Cultural Services (City of Culture/Cultural Education Partnership) • Transport (Metamorphosis, Child Friendly Streets, Playing Out) • Urban Design and Planning • Children and Learning • Green City • Strategic Skills

6.	UNICEF pre-requisites for joining the programme include investment in a dedicated role to lead the programme, supported by a clear political determination to support and achieve this ambition.
7.	Joining the programme will support us in achieving our vision for children and provides a clear framework to deliver improved outcomes for children. Southampton has a strong foundation upon which to build success with our Local Strategic Partnership, Southampton Connect, (representing all our key partners including business), demonstrating a commitment to support the child friendly ambition – this is articulated in the five-year Health and Wellbeing Strategy and Children and Young People’s Strategy currently out to consultation. The ambition is also a headline of Southampton City Council’s Corporate Plan 2021-25.
8.	<p>Our key priorities are:</p> <ul style="list-style-type: none"> • To hear the voices of children, families, and communities on an individual basis but also on all key decisions within the city. • To develop strong pathways for education, training and employment and post 16 education and learning pathways leading, to skilled and meaningful work in our growing economy. • To keep children safe, tackling domestic abuse, youth crime and all forms of exploitation. • To support young people with emotional and mental health issues and ensuring we provide environments where young people can talk and get the support they need. <p>To ensure that as a city of culture, children are at its core, and we continue to develop and build on our initiatives for children to engage in a range of cultural activities.</p>
9.	The UNICEF programme will support Southampton City Council and its partners through a three-stage process of Discovery, Development and Implementation.
10.	<p>A programme of Discovery and Development with UNICEF will start following the submission of Southampton’s expression of interest (EOI) and this is scheduled in November 2021. This will be the platform for a timetable of events over the next 12 months starting with:</p> <p>An initial meeting with UNICEF to review Southampton’s application involving:</p> <ul style="list-style-type: none"> • Those involved in creating the EOI • Elected Members • Key stakeholders <p>A UNICEF Panel will meet to decide on Southampton’s inclusion on the programme as a candidate city (expected February 2022).</p> <p>If successful Southampton will be supported by UNICEF as follows:</p> <ul style="list-style-type: none"> • Induction meeting for Coordinator (assigned a UNICEF liaison) • A Discovery day involving outreach and data gathering / situation analysis) • A Survey with professionals • Focus groups with Children and Young People • Meetings with data team to look at current CYP data.

11.	<p>Southampton will be invited to select 6 badges for award that will form the basis of an action plan. The 6 badges should be chosen based on best evidence and will be chosen by the Cabinet.</p> <p>There are:</p> <ul style="list-style-type: none"> • Mandatory badges: – Culture / Communication / Co-operation and Leadership • Three selected from: – Safe and secure / Flourishing / Education and Learning / Participating / Child-Friendly services / Place / Family and Belonging / Heathy / Equal and Included / Innovation <p>The Action plan must be in place' for a minimum of 2 years before recognition by UNICEF is given.</p>
12.	<p>Other points to note:</p> <ul style="list-style-type: none"> • Whilst all Child Friendly activity is encouraged, UNICEF expect applicant cities to first focus on activity that will be recognised under the badge scheme. • There are currently no cities that have been given recognition but four are expected to be, by 2023. • We are exploring the potential to partner with other cities in the international network of accredited cities, including cities in Poland. • Contact has already been made with Cardiff and Barnet to support peer learning, with close connections maintained with other Child Friendly Cities: Leeds and Bristol.
13.	<p>Other key milestones that support our ambition include:</p> <ul style="list-style-type: none"> • The launch of Southampton's first Children's Mayor (begun) • The relaunch of Southampton's Youth Council involving representative groups of children and young people across the city.
14.	<p>A launch for Child Friendly City is not likely to be possible until after UNICEF has met to agree the city's inclusion on the programme; expected to be February 2022. Our ambition is also closely aligned to the city's bid to be the next UK City of Culture in 2025, which will place children at the heart of our programme, through the Southampton Cultural Education Partnership and the partnering of schools and a number of youth initiatives within the cultural sector.</p>
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
15.	<p>Accreditation to the programme is likely to be on a pro-rata basis determined by City size estimated to be £35,000 per annum which is within the allocated budget for the programme, confirmed with finance. A full time Child Friendly Project Officer has been appointed to steer the programme.</p>
<u>Property/Other</u>	
16.	None
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
17.	None
<u>Other Legal Implications:</u>	

18.	The inclusion of, or reference to children's rights into Southampton City Council legal processes can only be understood in full once a successful applicant to the programme and gaps or areas of development can be identified by UNICEF.
19.	These are likely to require some review and internal adjustments once understood.
RISK MANAGEMENT IMPLICATIONS	
20.	The proposals are included with the current Corporate Plan for 2021-2025. If not accepted to the programme the city can proceed as a self-declared Child Friendly City if it wishes, modelling areas such as Leeds, Hull and Bristol who have done so. A decision to continue will need to be taken at the time.
POLICY FRAMEWORK IMPLICATIONS	
21.	The process of ensuring that children's rights are embedded in local processes will require some further work to understand the implications within our constitutional and legal frameworks.

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	UNICEF UK CFC Participation Criteria

Documents In Members' Rooms

1.	None
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Equality Impact Assessment

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

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

Other Background documents available for inspection at:

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

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CHILD FRIENDLY CITIES & COMMUNITIES

A global Unicef initiative



PARTICIPATION CRITERIA

The Child Friendly Cities & Communities programme welcomes expressions of interest from councils who are ambitious in their local vision for children and young people and ready to pioneer a high-profile initiative over a minimum three-year partnership with Unicef UK. In order to join the programme, councils must be able to demonstrate political and strategic commitment to embedding children's rights across the city/community, and be willing to work collaboratively and creatively with Unicef UK, local partners and children and young people to achieve this. Unicef UK will work with councils to develop a realistic action plan and sustain momentum throughout the journey.

If you're interested in working with us, we invite you to submit a formal expression of interest outlining your reasons for wanting to join the programme and evidencing how you meet the participation criteria. Full participation criteria are below, and a formal expression of interest form accompanies this document. We will be in touch shortly after your submission to arrange a discussion before making a decision.

Formal expressions of interests are currently to be submitted by invitation only following earlier discussion with the Child Friendly Cities & Communities team at Unicef UK.

CRITERIA

Before joining the programme it's important that both Unicef UK and the council are confident that the city or community is ready to implement an ambitious child rights programme of change. We therefore ask interested councils to confirm the following:

1. MOTIVATION AND READINESS

Is this the right time for your council and the wider city/community to join the programme?

Enthusiasm to join the programme should be backed up by a readiness to implement an ambitious local programme of work. Councils will be required to benchmark local child rights outcomes, identify strengths and gaps and develop and implement new child-centred approaches and/or build on and scale existing ones. All of this will be done in collaboration with local partners, children and young people and with training and support from Unicef UK. It will require leadership, governance, imagination, sustained effort and a pioneering spirit from across the city/community. Reflecting on the full participation criteria should help councils decide whether the city/community is 'implementation ready'.

2. VISION

Do you have a clear vision of what you hope to achieve for children and young people through participation in the programme?

Child Friendly Cities & Communities seeks to realise the UN Convention on the Rights of the Child – a comprehensive human rights treaty which sets out a vision of childhood underpinned by dignity, equality, safety and participation – at the local level. Embedding children’s rights in the planning, design and delivery of local services requires a long term commitment to change, and a readiness to involve children as partners and key stakeholders.

3. COMMITMENT TO CHILD-CENTRED PRACTICE

Can you build on a pre-existing commitment to child rights and child-centred practice?

Our programme is strengths-based. This means highlighting and building on existing good practice, as well as identifying gaps and developing new ways of working. There are many existing programmes, initiatives and embedded ways of working – from small-scale local projects to national schemes and models – that chime with a child rights-based approach. Some examples are ‘asset-based approaches’, ‘restorative practice’ and ‘co-production’. We want to ensure local authorities’ participation in the programme helps them break new ground, while maximising the impact of existing or planned initiatives.

4. A MEANINGFUL COMMITMENT TO CHILDREN AND YOUNG PEOPLE’S PARTICIPATION

Are you committed to enabling children’s ongoing, meaningful participation and forging new ways of supporting children and young people’s involvement in local decision-making?

Central to adopting a child rights-based approach is a requirement that children be seen as capable, resourceful and competent individuals and that they are supported – through enabling structures and processes – to play an active role in shaping local services. We see this as an iterative and collaborative process; working in partnership to build on existing good practice, while identifying and tackling barriers that may prevent children and young people from participating in the life of their community. Special attention should be paid to supporting children who find it harder to have a say in matters that affect them.

5. COMMITMENT TO LEARNING AND REFLECTION

Are you prepared to take part in a learning programme which requires reflection, experimentation and ongoing data collection and monitoring?

One of the goals of the programme is to grow the evidence base in support of child rights in practice. We are committed to continuous learning and reflective practice. Throughout the delivery of the programme we’ll be working with in-house and external evaluation partners to capture data, collect evidence and measure the impact the

programme is having on local outcomes for children. We'll enthusiastically welcome the involvement of local research partners such as universities or consultancies.

6. COMMITMENT AT ALL LEVELS AND CROSS-COUNCIL BUY-IN

Is there political commitment to the programme as well as commitment from across the wider council?

Successful participation in the programme requires sustained commitment at all levels: from elected members through directors and heads of key services, to team leaders and frontline staff. As well as confirming that there is cabinet level support for the work, councils are asked to designate at least six "champions" whose role it will be to raise the profile of the programme and promote the work that takes place over its lifetime. Two champions must be political, while the remaining champions should represent an influential cross-cutting profile of the council. Champions should come together on a regular basis to ensure effective coordination of the programme.

7. GOVERNANCE AND COORDINATION

Will there be a robust, transparent and accountable local governance and coordination structure in place to implement the programme?

In order to effectively manage, monitor and reflect on progress, it's vital to coordinate and regularly review programme activities. We'll need to know that this has been given serious and sensible thought ahead of commencing programme activities so we'll ask for a named coordinator(s) and evidence that this person(s) will be supported by robust coordination and governance structures. This could be an existing multi-agency group, partnership board or scrutiny committee. Or it could be a brand new group bringing together programme champions who then report to an established committee.

8. PLACE-BASED APPROACH

Will you take an inclusive, collaborative, community-wide approach in your delivery of the programme?

In order to flourish, children and young people rely on a wide range of services – statutory, voluntary and private – which is why we ask councils to take a whole community approach and reach out to key local partners, organisations and agencies to successfully implement the programme. This might include Clinical Commissioning Groups, Councils for Voluntary Services, the police, the local media etc. We'll need to know that local partners will play a substantial role in the ideation, development and delivery of the programme. You may also consider the role of the local partners in the governance of the work (see criteria 6 and 7).

9. COSTS AND AVAILABLE RESOURCES

Can you commit to paying the direct programme fees and ensure there are adequate resources available locally to implement the programme over three years?

Programme fees: Unicef UK charges an annual fee (subject to review in 2019). Unicef UK is a registered charity operating on a not-for-profit basis. All income raised contributes to the administration of the programme and the delivery of services.

Indirect costs: In addition to the programme fee, councils may incur indirect costs resulting from local coordination of the programme. Indirect costs are not prescribed but could include, for example, the creation of a dedicated post or a part-time secondment, provision of training venues, releasing staff for training and planning activities, producing awareness-raising materials and outreach events etc.

10. STANDARDS

Can you explain how joining the programme will contribute to improving local standards and outcomes?

While participation in the programme comes with the opportunity to obtain international recognition as a "Child Friendly City" or "Child Friendly Community", Unicef is not an inspectorate like Ofsted or the Care and Social Services Inspectorate. We welcome interest from and will work with councils regardless of their current inspection outcome if they are able to make a very strong case that they are ready, but we will never recognise a council with a poor or inadequate inspection outcome as 'Child Friendly'. It's therefore important that applying councils are confident that this is the right time to join the programme (see criteria 1) and are able to explain how joining the programme will contribute to and complement existing improvement plans. We'll also expect the council to engage in honest dialogue with Unicef UK about this from the outset. Councils joining the programme with a poor or inadequate outcome may take longer to gain 'Child Friendly' status, but it is our strong belief that the full adoption of a child rights-based approach will lead to improved services for children and young people.

11. YOUR EXPECTATIONS

Can you identify what support you might need from Unicef UK to ensure success in the programme?

The Child Friendly Cities & Communities programme is collaborative by design. The success of the programme is dependent on ongoing dialogue and co-operation between Unicef UK and councils, including local delivery partners (see criteria 8) and children and young people (see criteria 4). We'd like to have a good understanding of your particular local needs and how you would best like us to support you throughout your programme journey.

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	DESTINATION 22
DATE OF DECISION:	25 NOVEMBER 2021
REPORT OF:	EXECUTIVE DIRECTOR - CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director Wellbeing (Children and Learning)	
	Name:	Robert Henderson	Tel: 023 8083 4899
	E-mail:	Robert.henderson@southampton.gov.uk	
Author:	Title	Head of Service – Quality Assurance	
	Name:	Stuart Webb	Tel: 023 8083 4102
	E-mail:	stuart.webb@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

None.

BRIEF SUMMARY

Destination 22 is the Children’s Services transformational programme for Southampton City Council. The programme is set to transform the way in which services are delivered, in order to improve outcomes for children, young people and families in Southampton. The vision for the programme - *‘We want all children and young people in Southampton to get a good start in life, live safely, be healthy and happy and go on to have successful opportunities in adulthood’* will be delivered through;

- Leadership that is focused on delivering high quality, effective interventions that improve outcomes for children at the earliest opportunity.
- A single point of referral and access to support for children, young people and families to improve the timeliness and decision making, management of risk and feedback to referring agencies and access to information and advice.
- Earlier intervention and direct work with families to make a positive impact and to prevent escalation and the need for a statutory response.
- Maximising the opportunities for children, young people and families to build meaningful relationships with professionals, minimising changes of practitioner and services and reduce the need for multiple referral processes.
- All services offer a holistic response that provides effective early intervention and has the right skills in place to manage escalating risks.
- Fewer families require statutory interventions and the demand on the statutory work is reduced.
- All Looked After Children have the opportunity to develop a consistent and trusting relationship with their named social worker, that provides the confidence and support to children in care to achieve their full potential.

The programme is currently undertaking employee consultation on proposals for the operating model and structure of the service in the future.

RECOMMENDATIONS:	
	(i) That the Panel note the progress update on the Destination 22 transformation programme.
REASONS FOR REPORT RECOMMENDATIONS	
1.	To enable the Panel to scrutinise the Council's Destination 22 transformation programme.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	None.
DETAIL (Including consultation carried out)	
3.	<p>Background information:</p> <p>For the past 10 years, the Children's Services within Southampton City Council have been judged as Requiring Improvement to be Good by HMI Ofsted, which shows that the outcomes for children are not good enough. Additionally, in nearly all early indicators of risks impacting on the positive outcomes and life chances, Southampton children and young people fair worse than both statistical neighbours and the average for England.</p> <p>Following the above evidence and the current structure of services within Children and Learning, there is a need to:</p> <ul style="list-style-type: none"> • Offer services and support earlier - with the right professional who has the right skills to improve outcomes and maximise impact. • Provide services that are easy to access - which allows children and young people to develop trusting relationships. • Provide practitioners with support to develop meaningful relationships with children and families – in order for them to feel supported and developed to be the best professional they can be. <p>Full detail and context of Destination 22 can be found in the consultation document in Appendix 1.</p>
4.	Since September 2020, the Children and Learning Service has set out its vision for children and families; began working with key stakeholders to review its strategic plan and defined its practice framework. Destination 22 is a programme of service redesign which will enable the service to achieve its strategic objectives and significantly improve outcomes for children.
5.	<p>Destination 22 Programme Structure</p> <p>High level objectives of the first phase of Destination 22 are to:</p> <ul style="list-style-type: none"> • Redesign the management and leadership structure. • Agree a single access and referral point for all enquiries and referrals to Children's Services. • Design a Brief Intervention Team to deliver direct work at the point of assessment. • Redesign the Looked After Team and Pathways Teams. • Reconfigure the Prevention and Early Help Services. • Redesign the Protection and Court Teams to serve three localities. <p>In order to deliver the change needed, the Destination 22 programme consists of three main project areas, Governance, Operational Model (restructure) and Operational Practices (Innovation Hub).</p>

	<p>Consideration is being given to the future governance arrangements that will be needed to sustain the service in the long term and further detail can be presented on this in due course.</p>
6.	<p>Operational Model (restructure): this workstream is focused on the redesign of services and structures to improve ways of working and meet the high-level objectives above, and includes consultation with staff and partners.</p> <p>Phase 1 of the redesign focused on the leadership structure and phase 2 is focused on the following areas:</p> <ul style="list-style-type: none"> • Prevention and Early Help • Safeguarding • Young People’s Service • Looked after Children and Care Leavers.
7.	<p>Operational Practices (Innovation Hub): includes operational workstream leads, commissioning leads and health leads that meet on a weekly basis in order to make progress on the deliverables, problem solve/ unblock barriers, research best practice and maximise the collaboration between departments and organisations. The Innovation Hub is split into four sub workstreams, Young People, Early Help, Accommodation and SEND all of which have their own set of deliverables and milestones.</p>
8.	<p>Progress to date Operational Model (restructure):</p> <p>Between May and July 2021, the service consulted on its senior leadership structure. The new leadership structure is now in place, with all posts filled and new post holders have joined the organisation.</p> <p>During the summer of 2021, the programme team worked on the detail of the next phase of Destination 22 organisational restructure in order to make services simpler and more accessible for children, with a focus on early intervention and priority needs. Challenge sessions were set up with key leads within the organisation to discuss the scope, delivery and budget needed to carry out the change.</p>
9.	<p>In order to achieve what was set out in the proposals, a Business Case on the Destination 22 proposals and structures was prepared and presented at an EMB / Organisational Design Board on 22nd September in order to gain approval for an additional budget. After the approval of costs and benefits was received from EMB/ OD Board, a 45-day consultation went live on Wednesday 6th October covering the following departments:</p> <ul style="list-style-type: none"> • Early Help Service • Safeguarding • Young People’s Service • Children Looked After and Permanency <p>Robert Henderson held a webinar session for all Children’s Services staff on the 6th October in order to launch the consultation. All those that were affected by the change have had 121 meetings with their managers in order to discuss options and staff have the opportunity to give feedback or ask questions during the consultation period. Information has also been shared with all staff via the Staff Staff pages and internal communications and Trade Unions have been fully briefed. Consultation is due to close on 19th November.</p>

10.	<p>Progress to date Operational Practices (Innovation Hub):</p> <p>In terms of the Operational Practices (Innovation Hub) Project, the workstream leads have been carrying out their deliverables in order to reach a set of key milestones. Some of the main achievements to date are:</p> <ul style="list-style-type: none"> • The new Early Help Assessment ‘Understanding and Planning for our Family’s Needs’ was taken to Programme Board in June 2021 and approved. • In August the workstreams leads collectively created a paper of the Training Needs to Destination 22, outlines what training is needed in order to prepare and help staff for the changes ahead. The business case includes significant investment in employee learning and development. • The joint approval (SCC and Commissioning) of the Behaviour Resource Service (BRS) localities model business case. The collective proposal sets out the new direction for the redesigning of the BRS Service and was approved in September 2021.
11.	<p>Future phases:</p> <p>The detailed information above covers the first phase of the Destination 22 Programme. Subsequent phases will build on progress and work towards the following set of high-level objectives:</p> <p>Phase 2 (by end of January 2022):</p> <ul style="list-style-type: none"> • Evolve the management and leadership function. • Introduce a dedicated Young People’s Service. <p>Phase 3 (post January 2022):</p> <ul style="list-style-type: none"> • Review of Early Help roles across the service. • Review of BRS service. • Jigsaw review after completion of ongoing transformation with Solent/ Health.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
12.	Over the space of 5 years, the Destination 22 Programme plans to make an investment of £5,438,322 with projected savings of £9,799,196, resulting in a NET cost reduction of £4,360,874.
<u>Property/Other</u>	
13.	The Destination 22 Programme includes the Children’s Residential Homes Project which seeks to improve the outcomes for Children by setting up Children’s Homes within the SCC area. This change impacts upon the properties which SCC will own and operate will result in children being housed in their local area, reducing long term outgoings as well as keeping money in the local economy. Property Services are engaged in this element of the project.
14.	At this stage locality working is not expected to have an impact on property.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
15.	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>	
16.	None.
RISK MANAGEMENT IMPLICATIONS	
17.	Risk management and governance processes are in place for the Destination 22 Programme. A full risk log for the programme is located within Project Online, which is regularly reviewed by the Programme Board to manage any risks and issues.
POLICY FRAMEWORK IMPLICATIONS	
18.	The work and change that the Destination 22 Programme is delivering supports all the corporate wellbeing priorities which are set out in the Corporate Plan.
19.	The Destination 22 Programme also directly aligns with the draft Children and Young People Strategy and both areas are working towards the same vision - <i>'We want all children and young people in Southampton to get a good start in life, live safely, be healthy and happy and go on to have successful opportunities in adulthood'</i> . The draft is currently working through the internal governance route and is live for public consultation, which is due to close on 12 th December. The aim for the overarching strategic document is to be signed off in March 2022 and be adopted by April 2022, coinciding with Phase 1 of Destination 22.

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Destination 22 consultation document v0.1
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?	Yes
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 - Not applicable	
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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Page 29 Destination 22

Transformation Consultation Document
6th October 2021

Agenda Item 9
Appendix 1



What this proposal does:

- Sets out the context for change and the potential interdependencies;
- Sets out a broad timetable for key service areas of the redesign;
- Sets out key consultation proposals for early help, safeguarding, young people's, looked after children and care leavers service structures to deliver the best outcomes for children.

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- The outcomes for children in Southampton against regional, England wide and statistical neighbours are not good enough and this has been the case for some time.
- Children and families need services which are offered earlier and with the right professional with the right skills to improve outcomes and maximise impact for them.
- Children and families need services that are easy to access and allow them to develop trusting relationships that avoid them having to tell their story multiple times.
- Practitioners need support to develop meaningful relationships with children and families and to feel supported and developed to be the best professional they can be.
- Southampton City Council Children's Social Care and Early Help Services are judged as Requires Improvement (November 2019) and have been Requires Improvement for over a decade. The Ofsted focus visit in May 2021 found that practice and outcomes for children in Southampton remains inconsistent.
- In nearly all early indicators of risks impacting on the positive outcomes and life chances Southampton children and young people fair worse than both statistical neighbours and the average for England.
- The cost of providing Children's Services is escalating year on year, both in terms of staffing costs and placement costs for children and young people; and does not achieve value for money.
- There is a committed workforce in Southampton that recognises the need to intervene earlier and simplify the journey for children and young people. Much of the workforce wants to see demonstrable change to support them in making a real impact in children's lives.

We want all children and young people in Southampton to get a good start in life, live safely, be healthy and happy and go on to have successful opportunities in adulthood

- Leadership that is focused on delivering high quality, effective interventions that improve outcomes for children at the earliest opportunity.
- A single point of referral and access to support for children, young people and families to improve the timeliness and decision making, management of risk and feedback to referring agencies and access to information and advice.
- Earlier intervention and direct work with families to make a positive impact and to prevent escalation and the need for a statutory response.
- Maximising the opportunities for children, young people and families to build meaningful relationships with professionals, minimising changes of practitioner and services and reduce the need for multiple referral processes.
- All services offer a holistic response that provides effective early intervention and has the right skills in place to manage escalating risks.
- Fewer families require statutory interventions and the demand on the statutory work is reduced.
- All Looked After Children have the opportunity to develop a consistent and trusting relationship with their named social worker, that provides the confidence and support to children in care to achieve their full potential.

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The principles underpinning everything we will do:

- Children should be at the centre of all our decision making and be involved as far as possible in those decisions – decisions about children and young people led by children and young people.
- Children and families in need make most change when they have developed strong, trusting relationships with practitioners and professionals.
- Page 33 Practitioners and managers need strong and trusting relationships with each other and with partners and need to be supported and challenged to be the best they can be.
- Children should have the best start in life and when they do, they have increasingly good chances of a successful, fulfilled adulthood.
- Services should intervene as early as possible in the lives of children and families with the right professional, in the right place, at the right time.

The principles underpinning everything we will do:

- Work with children and families will have the most impact when it is undertaken using an established practice framework. In Southampton our *Making the Difference* practice framework is supported by our workforce academy.
- Services to be based on localities – creating small geographical areas to promote partnership relationships and community relationships, promoting the realities of team around the school and team around the community.
- To work holistically with the whole family, meeting adult and children's needs within a respectful and compassionate ethos.
- To keep children within their families, communities and schools wherever possible and sustaining meaningful connections to these whenever possible.

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The case for change

- Many of our children do not achieve the outcomes they need or want; we must deliver our services differently.
- The quality and impact of Children's Services is often not of good enough quality for our children. The Service continues to be judged as Requiring Improvement to be good by HMI Ofsted which has been the case for over 10 years. We need to do things differently.
- There is a need to raise the quality and standard of the services provided to ensure safeguarding risks are identified and managed appropriately and we are capable of intervening positively at the earliest opportunity.
- The current structure of services within the Children and Learning Service is weighted heavily towards providing statutory and specialist services that have high thresholds and fragmented systems and processes making support difficult to access early; this excludes some vulnerable children and young people from accessing support until they reach crisis point. There is a need to provide accessible support earlier in order to prevent risks from escalating underpinned by evidenced based practice.
- Demand for services is increasing year on year and at increased costs. In part this is due to greater demand but also the increasing complexity that children, young people and families are presenting with due to a lack of earlier identification and intervention. As a result, outcomes for our children is often not as positive as it would have been had we intervened earlier.

High level timeline

By end of 2021	<ul style="list-style-type: none">• Redesign the management and leadership structure.• Agree a single access and referral point for all enquiries and referrals to Children’s Services.• Design a Brief Intervention Team to deliver direct work at the point of assessment.• Redesign and rename the Looked After Team and Pathways Teams.• Reconfigure the Prevention and Early Help Services.• Redesign and rename the Protection and Court Teams to serve three localities
By January 2022	<ul style="list-style-type: none">• Evolve the management and leadership function.• Introduce a dedicated Young People’s Service.
Post January 2022	<ul style="list-style-type: none">• Review of Early Help roles across the service.• Review of BRS service.• Jigsaw review after completion of ongoing transformation with Solent/ Health.

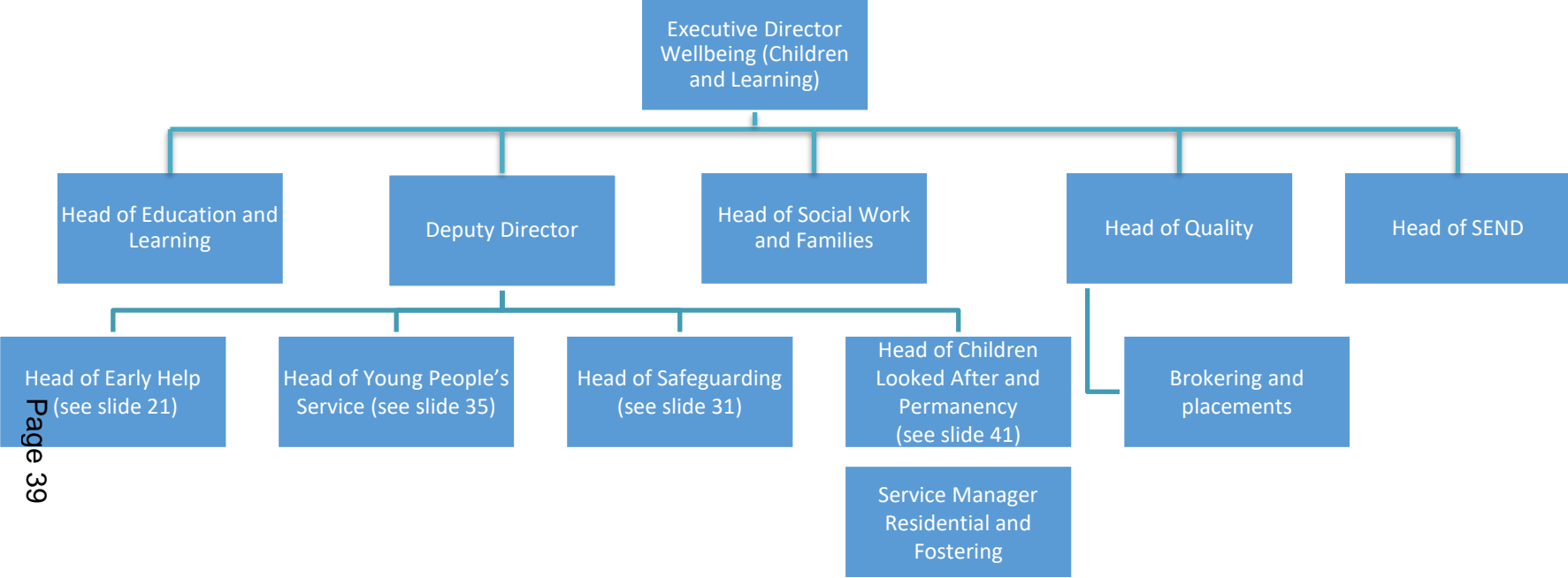
Page 36

Proposals	Lead
Prevention and Early Help	Dan Buckle
Safeguarding	Jacqui Schofield
Young People's Service	Tim Nelson
Looked after Children and Care Leavers	Julian Watkins



Confirmed leadership structure

Confirmed leadership structure

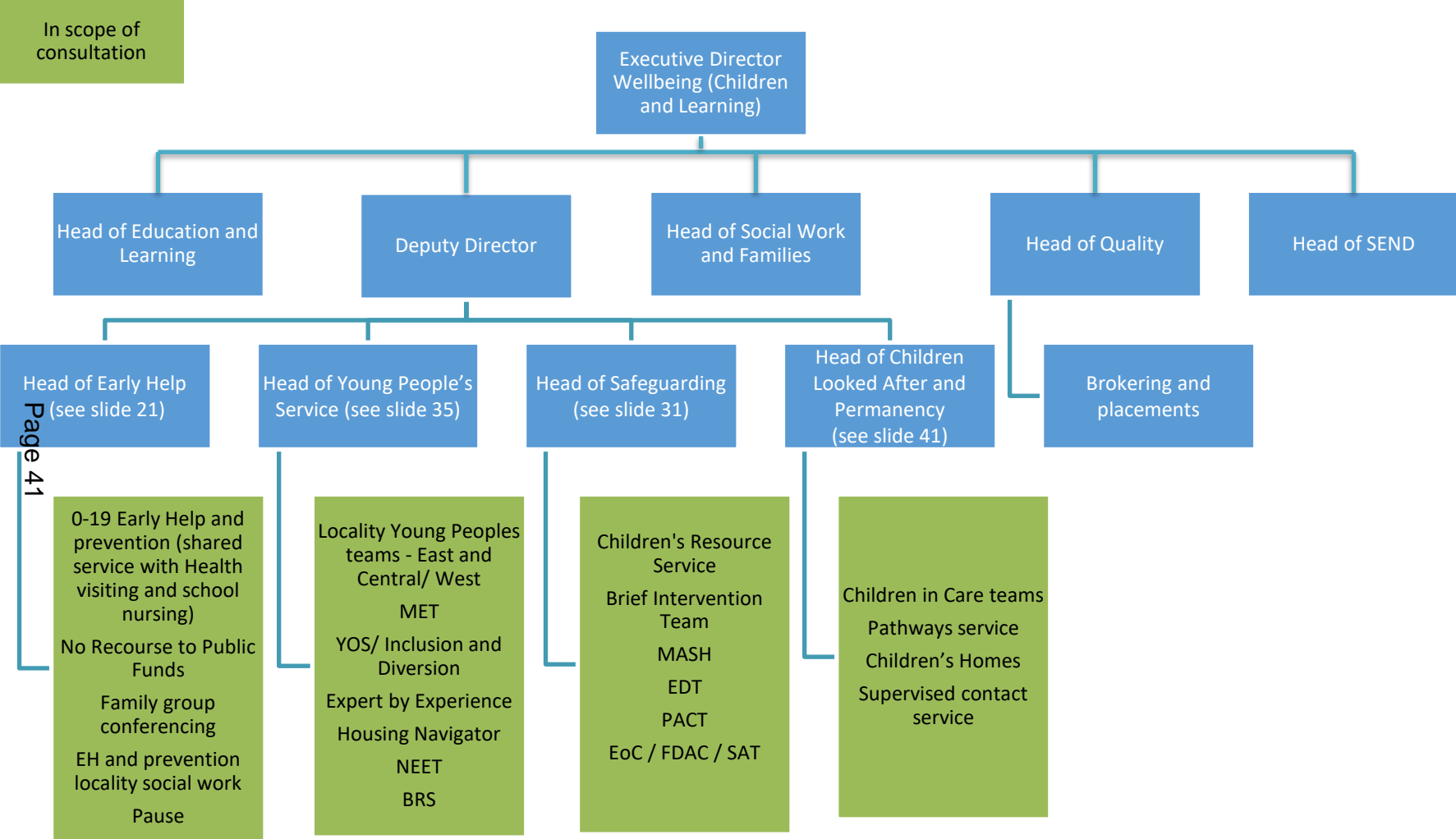


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Scope of consultation

Scope of consultation



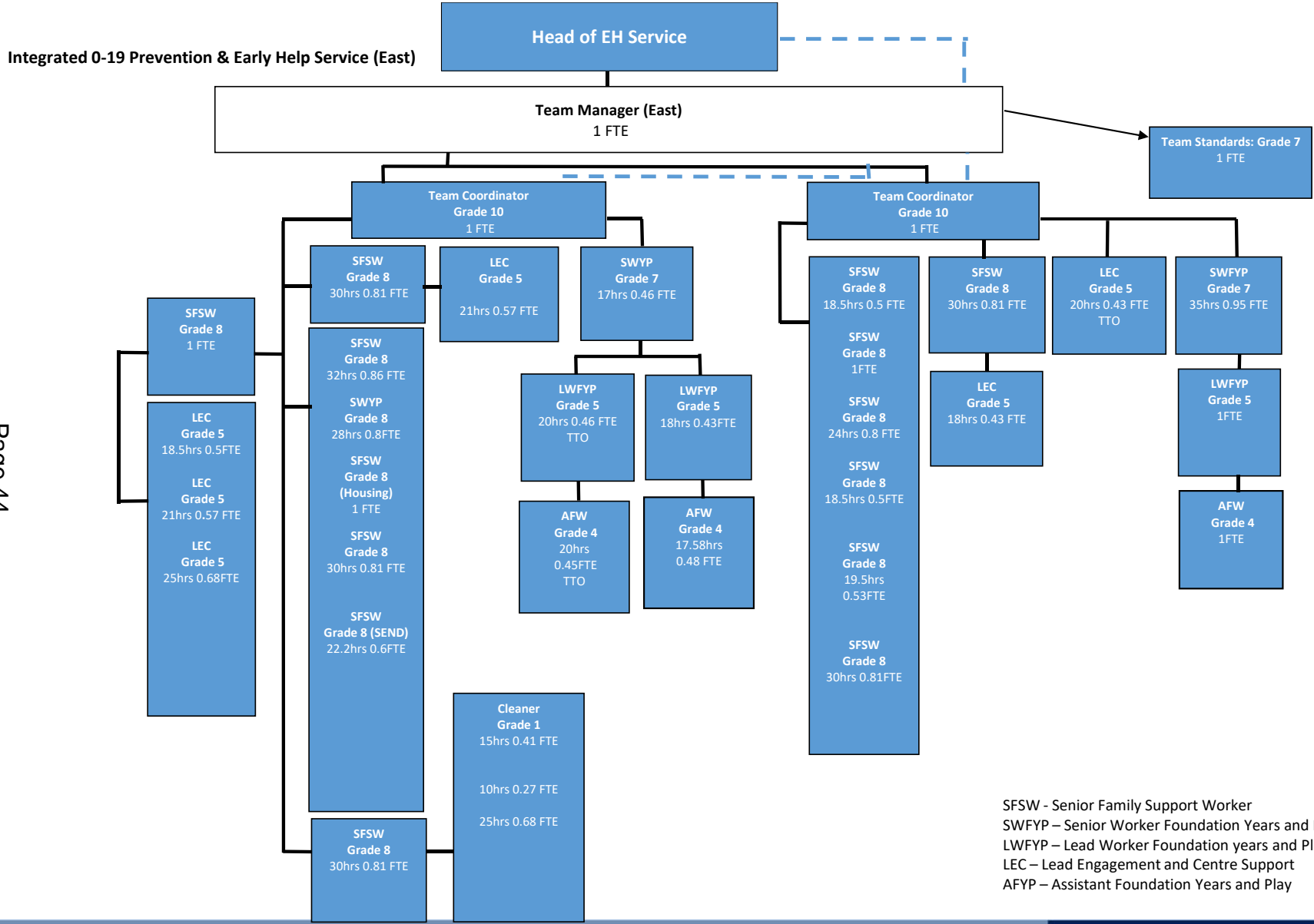
Page 41



Proposed changes

Early Help Service

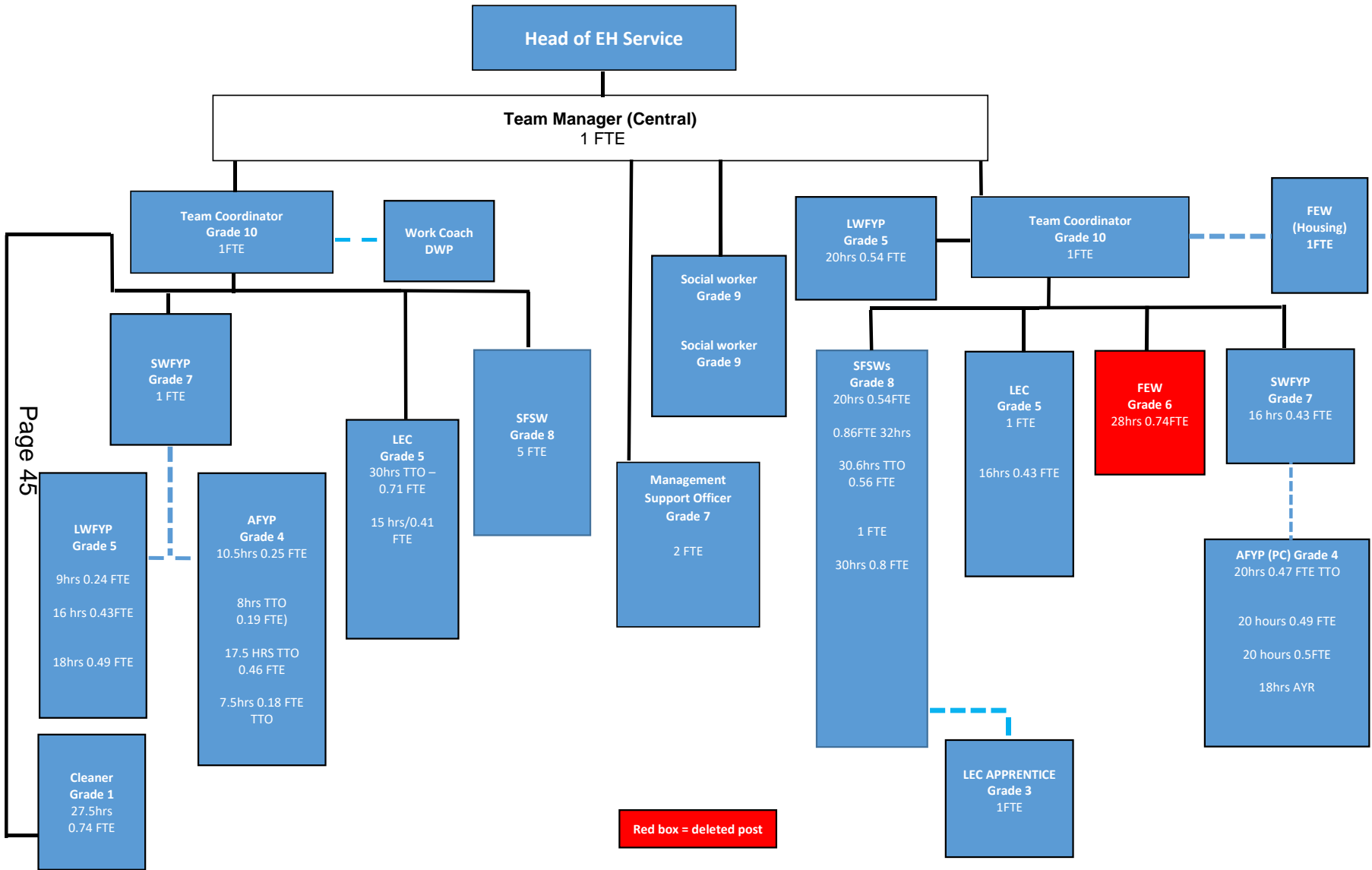
Early Help Service - current structure East



Page 44

SFSW - Senior Family Support Worker
 SWFYP – Senior Worker Foundation Years and Play
 LWFYP – Lead Worker Foundation Years and Play
 LEC – Lead Engagement and Centre Support
 AFW – Assistant Foundation Years and Play

Early Help Service - current structure Central

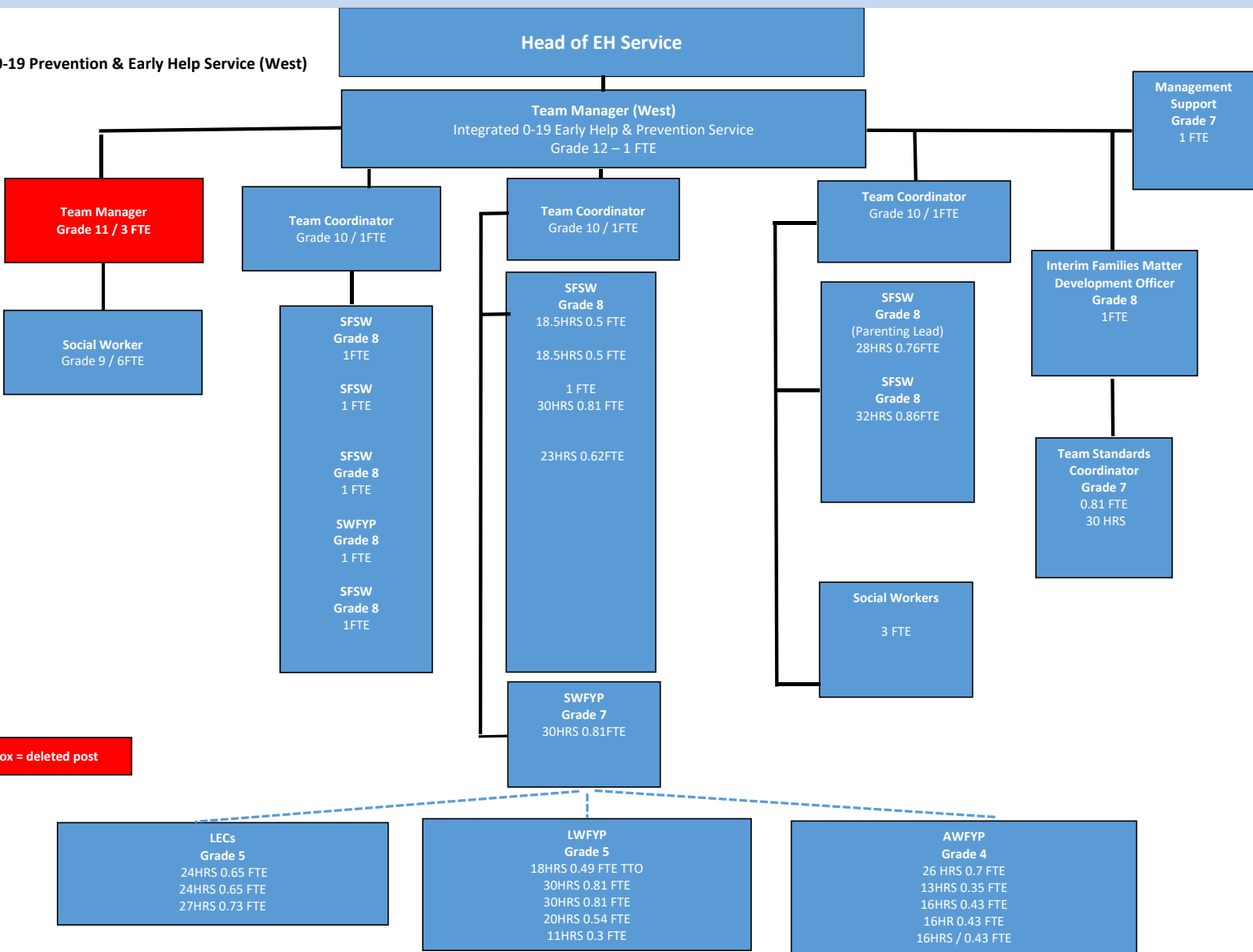


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Page 45

Early Help Service - current structure West

Integrated 0-19 Prevention & Early Help Service (West)



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The Case for Change

- Demand for statutory services in Southampton is high. There is strong evidence that families are not getting support early enough or at a proportionate level.
- The skill mix within early help services needs to be strengthened to ensure that families get the right help, at the right level.
- We need to establish the right skill base in the Young People's Service.
- There is an opportunity to review the ways that we work with families, and to focus on evidence-based practice.

There is an opportunity to:

- Expand the Early Help Locality Teams to include two Social Workers and a Social Worker Team Manager per locality.
- Create a dedicated 'No Recourse to Public Funds' Worker.
- Create a Child and Young People's Development Lead to coordinate the Early Help offer and build the Family Group Conferencing capacity strategically across the workforce.
- Build operational capacity to deliver Family Group Conferences as a central pillar of our work with families.
- Revise the age range of the Prevention and Early Help Service to 0-13 years.
- Transfer 5 FEW posts from Inclusion and Diversion to the Young People's Service.
- Review the roles and responsibilities within EH in the future, as service matures.
- Ensure TTO staff have the opportunity to work across the city where their skills are needed not just in the locality they are placed.
- Proposals to create Early Help localities are likely to impact the role of the existing SCC Integrated Locality Manager, therefore that post holder is included in this consultation.

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Deleted posts

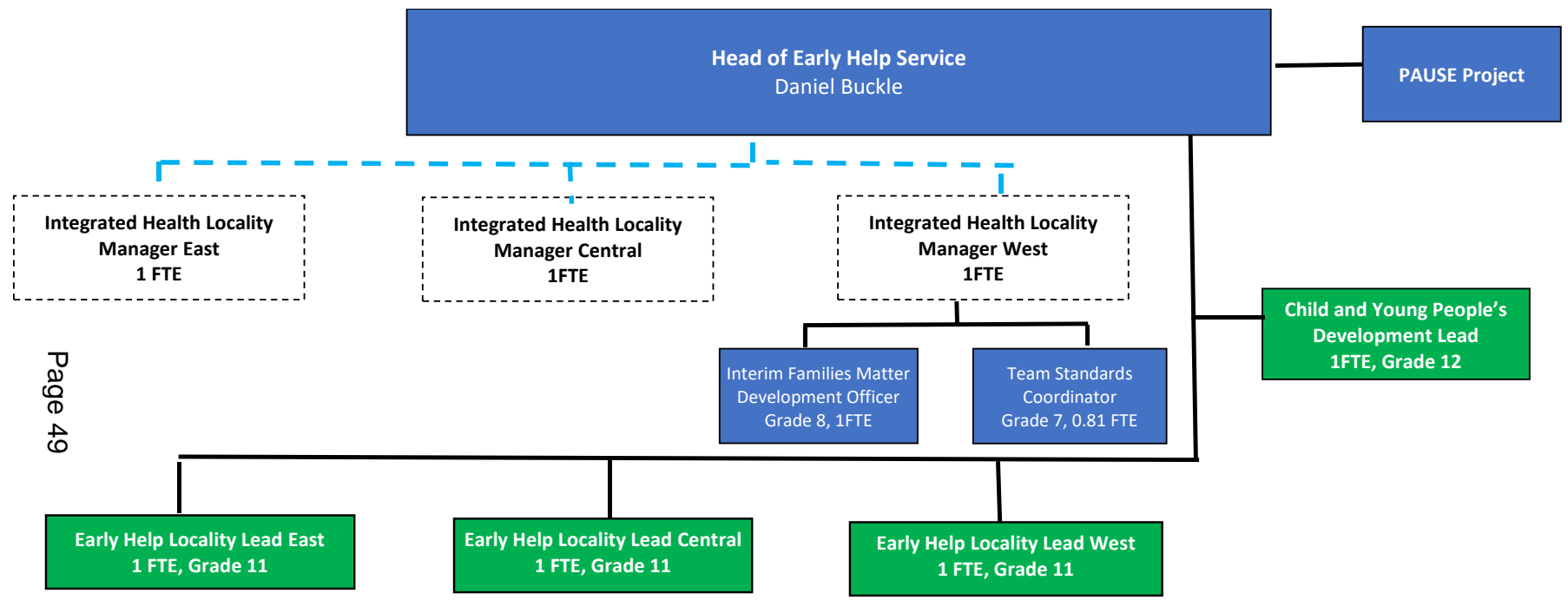
- 3 FTE Team Managers
- 1 FTE Family Engagement Worker

New posts created

- 3 FTE Early Help Locality Leads
- 1 FTE No Recourse to Public Funds Support Worker
- 1 FTE Child and Young People's Development Lead
- 1 FTE Team Standards Co-ordinator

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Early Help Service - proposed management structure

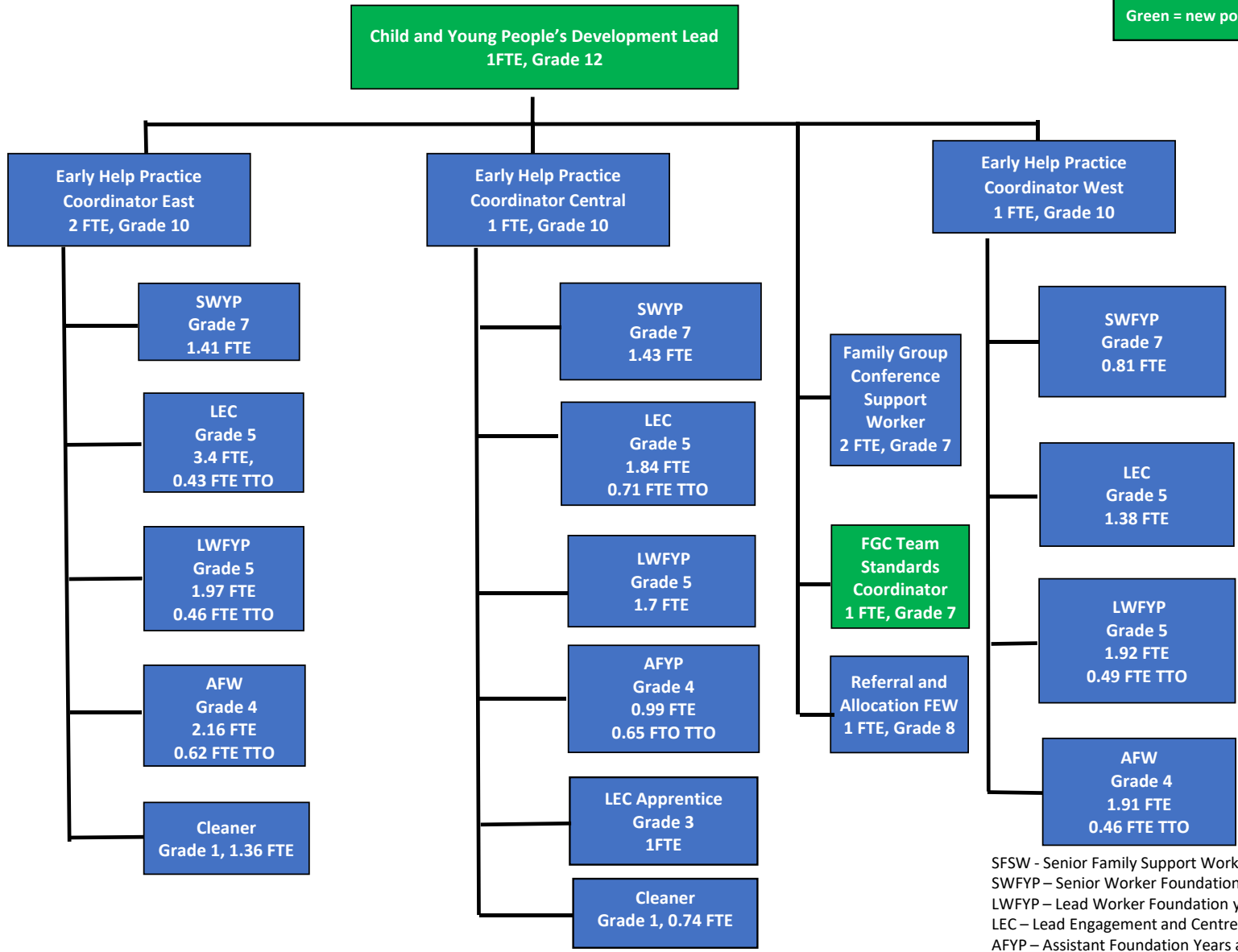


Page 49

Green = New post

Early Help Service - proposed structure Family Hubs

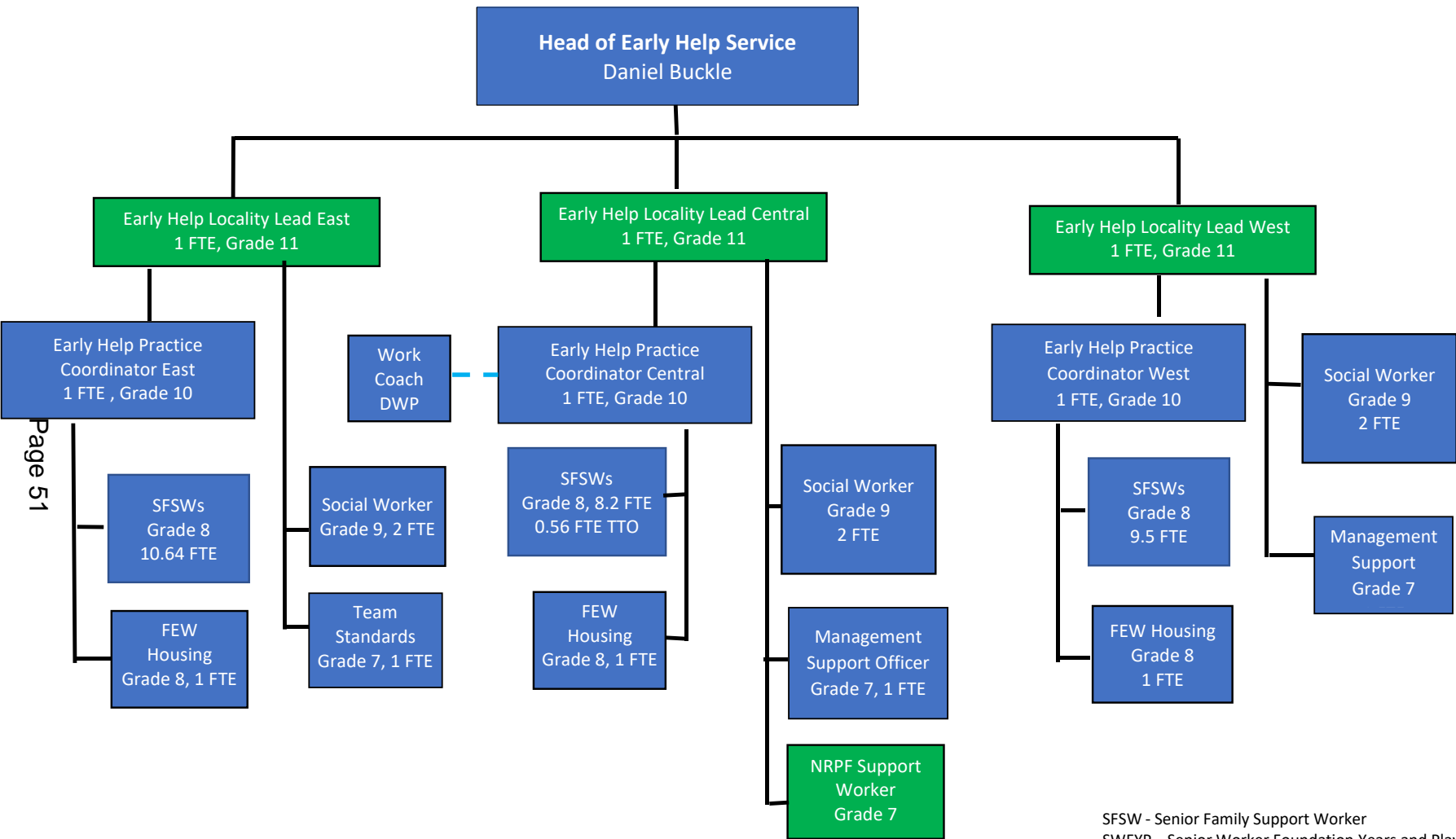
Green = new post



SFSW - Senior Family Support Worker
 SWFYP – Senior Worker Foundation Years and Play
 LWFYP – Lead Worker Foundation years and Play
 LEC – Lead Engagement and Centre Support
 AFYP – Assistant Foundation Years and Play

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Early Help Service - proposed structure case holding



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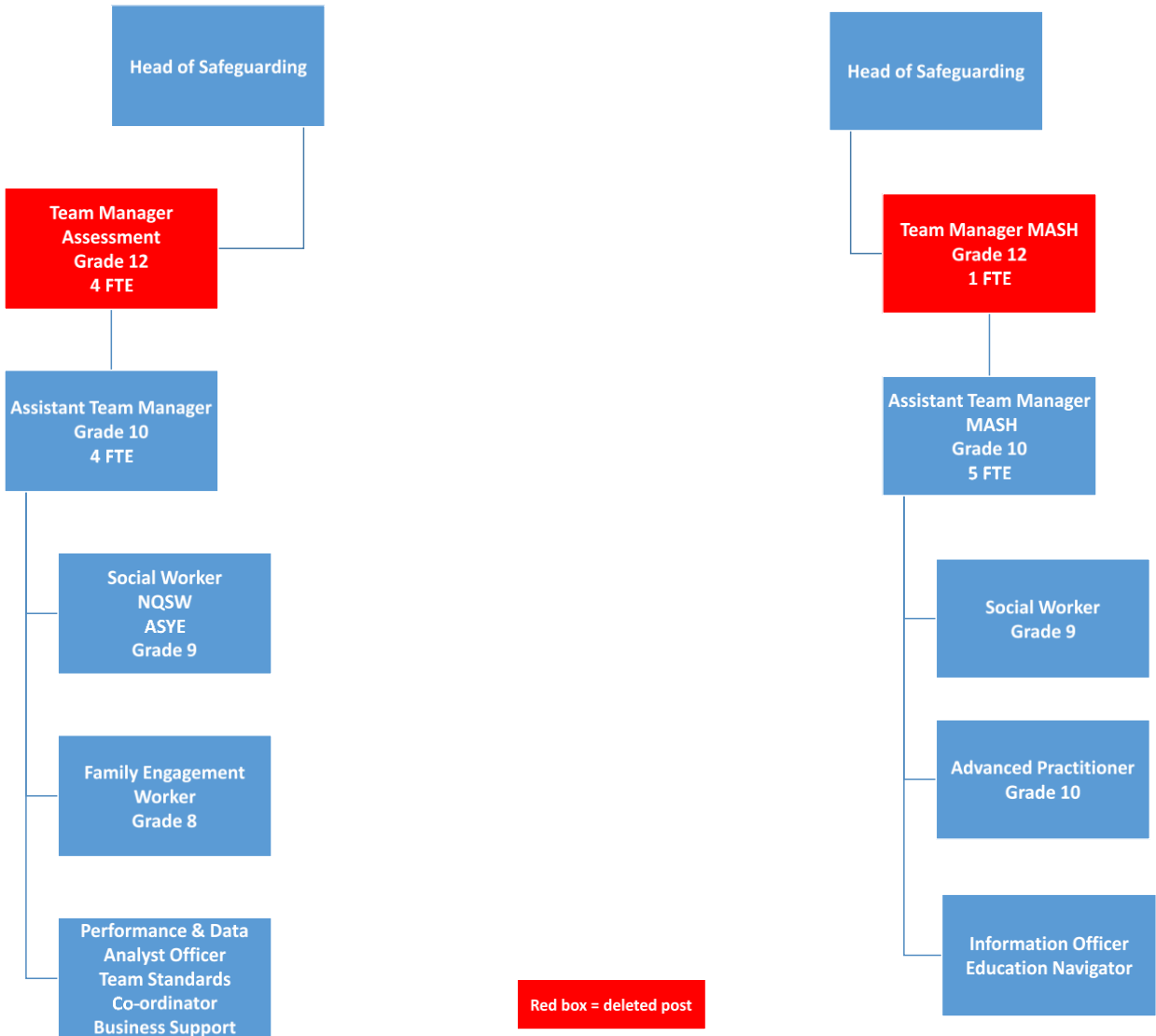
Green = new post

SFSW - Senior Family Support Worker
 SWFYP – Senior Worker Foundation Years and Play
 LWFYP – Lead Worker Foundation years and Play
 LEC – Lead Engagement and Centre Support
 AFYP – Assistant Foundation Years and Play

Safeguarding

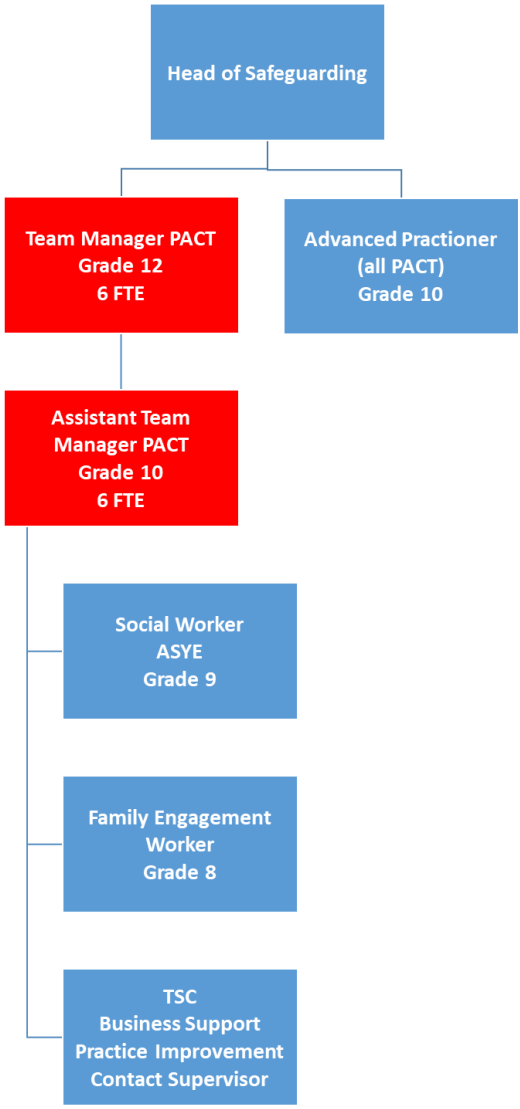
Safeguarding - current structure

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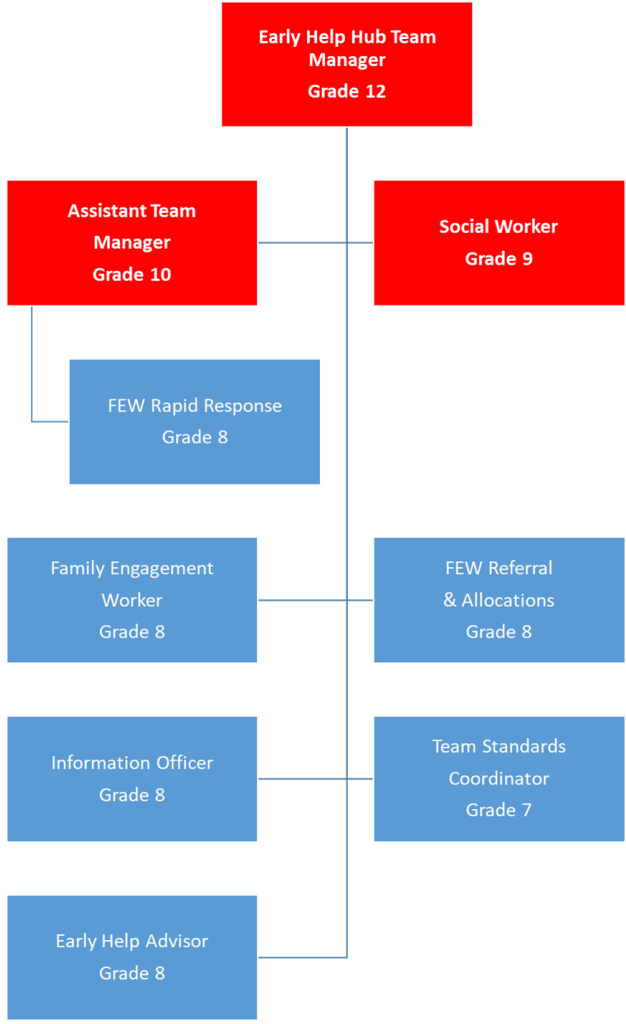


Safeguarding - current structure

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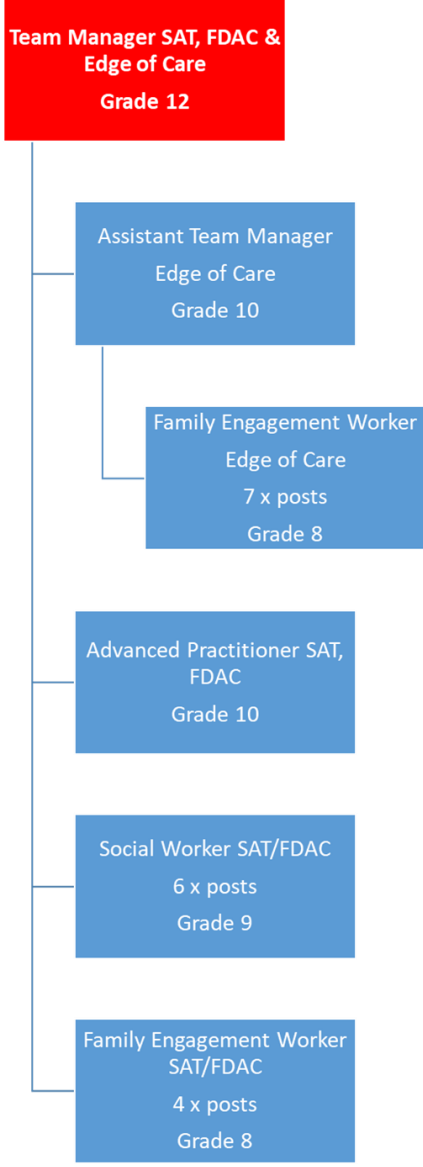
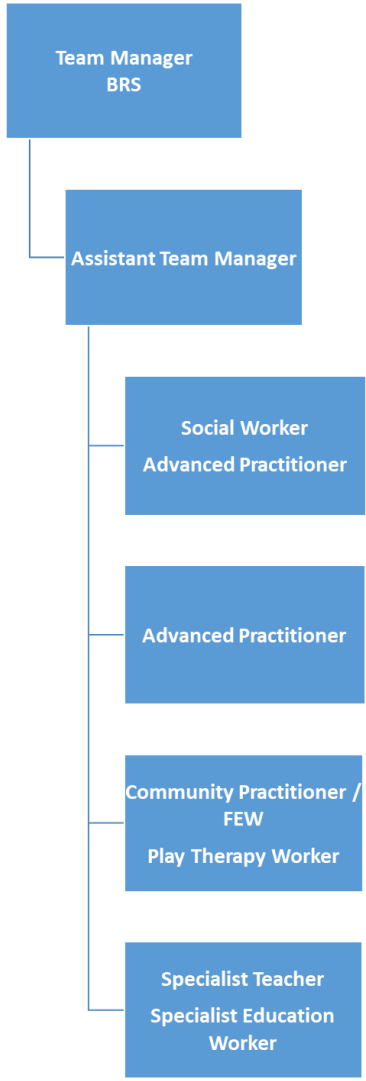


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Integrated services - current structure

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The Case for Change

There are currently two referral pathways into council children services: Early Help Hub and MASH. This is inefficient and ineffective:

- There is a lack of clarity about which referral pathway is appropriate for referrals.
- It creates the potential for inconsistent threshold applications and some children and families go from one pathway to another creating delay and duplication of effort.
- The Early Help Hub also offers intervention, creating an additional journey for the child; often duplicating work of the early help or assessment service, stepping down or up.
- The Special Guardianship service also sits within the Early Help Hub, supporting children who are placed with family or friends. This does not sit well with the early help or MASH offer.
- Assessment Service are stepping down and up families who need short term work. This disrupts the journey of the child and is ineffective and inefficient.

There is an opportunity to:

- Simplify the referral pathways and access to support.
- Provide earlier intervention (direct work) with young people in need in order to prevent the identified risks from escalating and children experiencing family breakdown.
- Remove service specific referral criteria/thresholds and reduce duplication.
- Strengthen the skills mix and response to the specific needs of young people.
- Address multiple and interconnected needs and risks holistically.
- Increase FEW capacity across Safeguarding service

The Case for Change

There are currently 6 PACT teams and social workers are working with too many families and children with varying needs, leading to an inconsistent offer:

- PACT practitioners are working with those most at risk as well as a range of children and young people in need. Often those with less need and with less risk are not prioritised or given the support they need and require. This can lead to drift and delay.
- Practitioners are being asked to focus on a diverse range of risks and needs and can lack focus on their core child protection responsibilities.
- Children with disabilities and additional needs will be better served within the a more specialised service which has the appropriate expertise.
- Young people with safeguarding risks outside of the family home have particular and specialist needs which a more dedicated service and workforce would address more effectively, (see above).

There is an opportunity to:

- Focus the PACT on core child protection work and offer practitioners the opportunity to develop expertise and capacity to support our most vulnerable children and young people.
- Reduce the number of children that social workers support, to create an environment to build strong relationships with families and undertake high quality, impactful work.
- Align newly configured teams with localities, bringing services closer to children and forming strong relationships with other organisations working in those areas.

Change of line management

- FDAC, SAT and Edge of Care move to Safeguarding Service

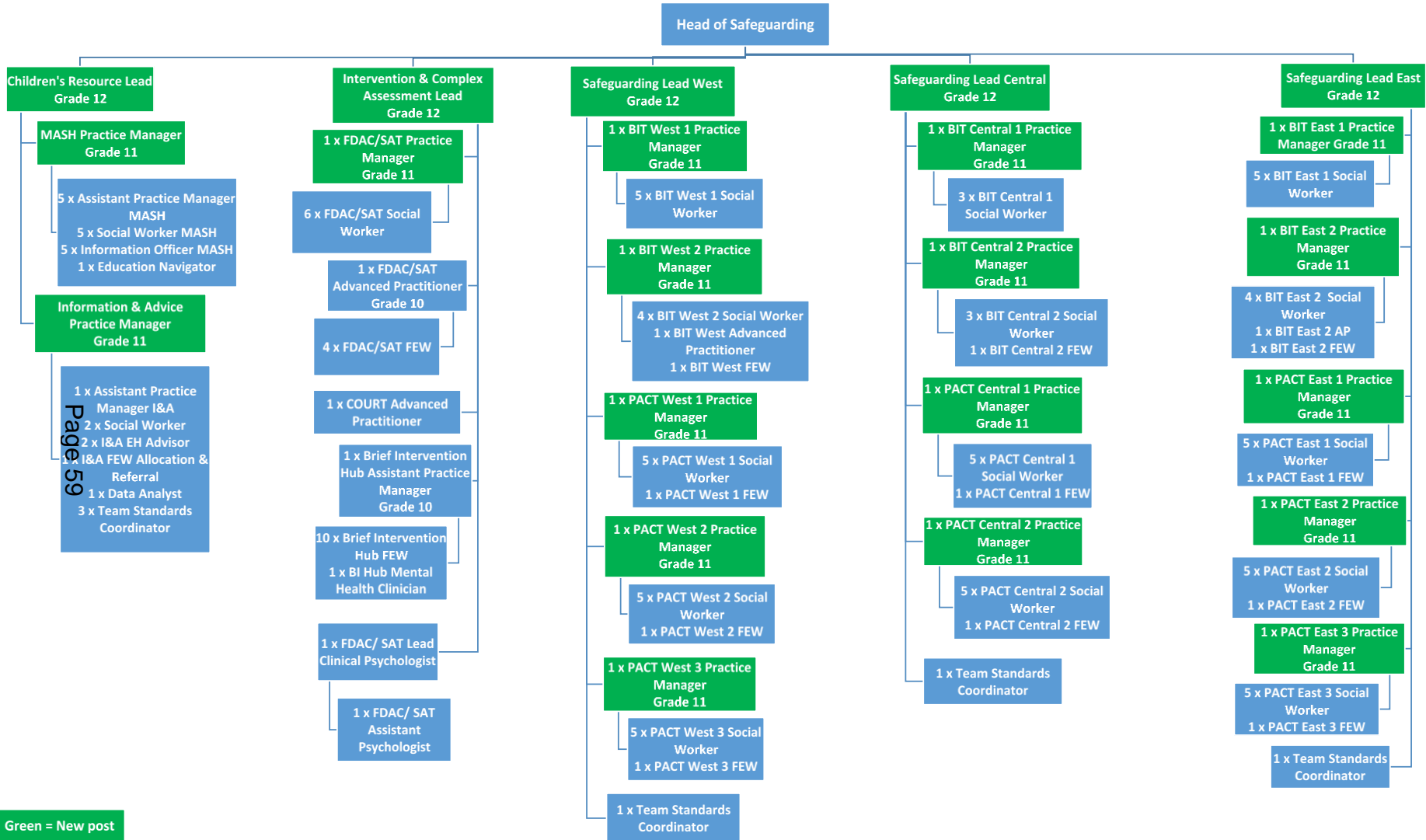
Deleted posts

- 1 FTE Team Manager MASH
- 4 FTE Team Managers Assessment
- 1 FTE Team Manager FDAC/ SAT/ EoC
- 6 FTE Team Managers PACT
- 1 FTE Team Manager Early Help Hub
- 6 FTE Assistant Team Managers PACT
- 1 FTE Assistant Team Manager Early Help Hub
- 1 FTE Social Worker Early Help Hub

New posts created

- 1 FTE Children's Resource Lead
- 1 FTE Intervention and Complex Assessment Lead
- 3 FTE Safeguarding Leads
- 1 FTE MASH Practice Manager
- 1 FTE Information and Advice Practice Manager
- 6 FTE Brief Intervention Team Practice Managers
- 8 FTE PACT Practice Managers
- 1 FTE FDAC/ SAT Practice Manager

Safeguarding – proposed structure



Green = New post

Young People's Service

The Case for Change

- There is a lack of targeted early intervention resource available to respond to a high demand profile of young people being impacted by crime and disorder, exploitation, exclusion, homelessness and mental health difficulties.
- We have specialised teams with high thresholds, tight remits and limited capacity, making support difficult to access.
- A crisis led service is costly and young people tip into care quickly, often where restorative opportunities have been missed.
- Direct case work for young people is often overseen by multiple services; this creates ambiguity and our response is not as effective as it needs to be.
- Targeted social care work with young people is often held in lower priority status due to mixed caseloads and presenting risks for younger children requiring urgent attention.
- Some protocols and practices do not fully comply with statutory guidance – such as 16/17 yr Homelessness.

There is an opportunity to:

- Create a needs led service for young people based on flexible joined up and accessible services.
- Increase the timeliness of decision making and work with young people and their families restoratively.
- Advocate for young people more effectively and support them in their critical steps towards independence – keeping them at the centre of what we do; whilst promoting their inclusion in family, education and employment.
- Reduce the number of young people requiring a social care service or becoming a first time entrant into the youth justice system and improve overall the health and welfare of young people across the City.
- Reduce duplication and remove service specific referral criteria/ thresholds and reduce duplication.
- Build a service for young people that they trust and rely on, that connects up with a wider youth offer.
- Undertake a wider review of the Behavioural Resource Service at a future date.

Young People's Service – anticipated impact

Change of line management

- BRS moves to Young People's Service
- YOS moves to Young People's Service
- MET moves to Young People's Service

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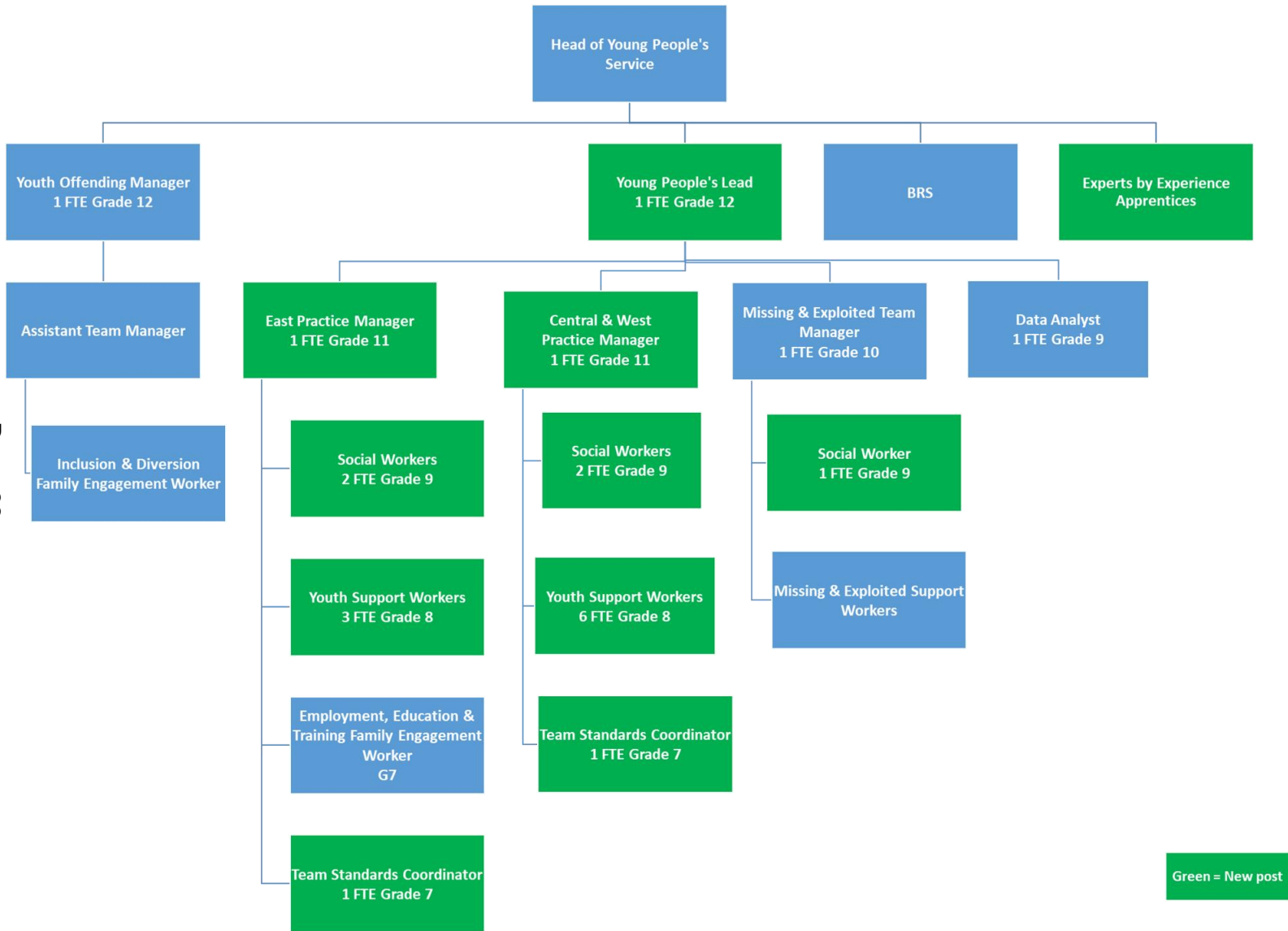
- Not applicable

New posts created

- 1 FTE Young People's Lead
- 2 FTE Practice Manager
- 9 FTE Youth Support Workers
- 1 FTE Data Analyst
- 2 FTE Team Standards Co-ordinators
- 5 FTE Social Workers
- Experts by Experience Apprentices (to be developed)

Young People's Service - proposed structure

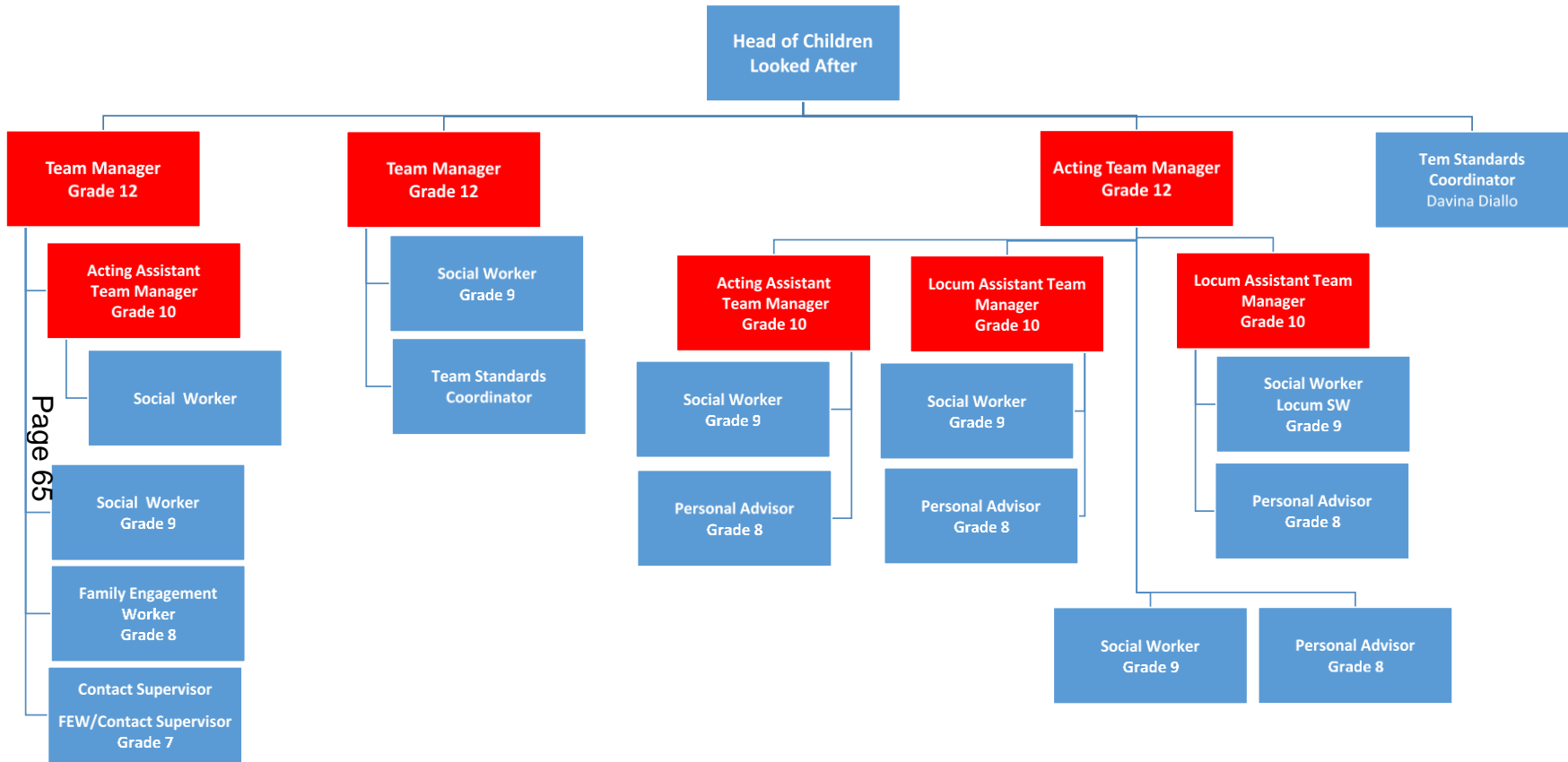
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Green = New post

Children Looked After and Permanency

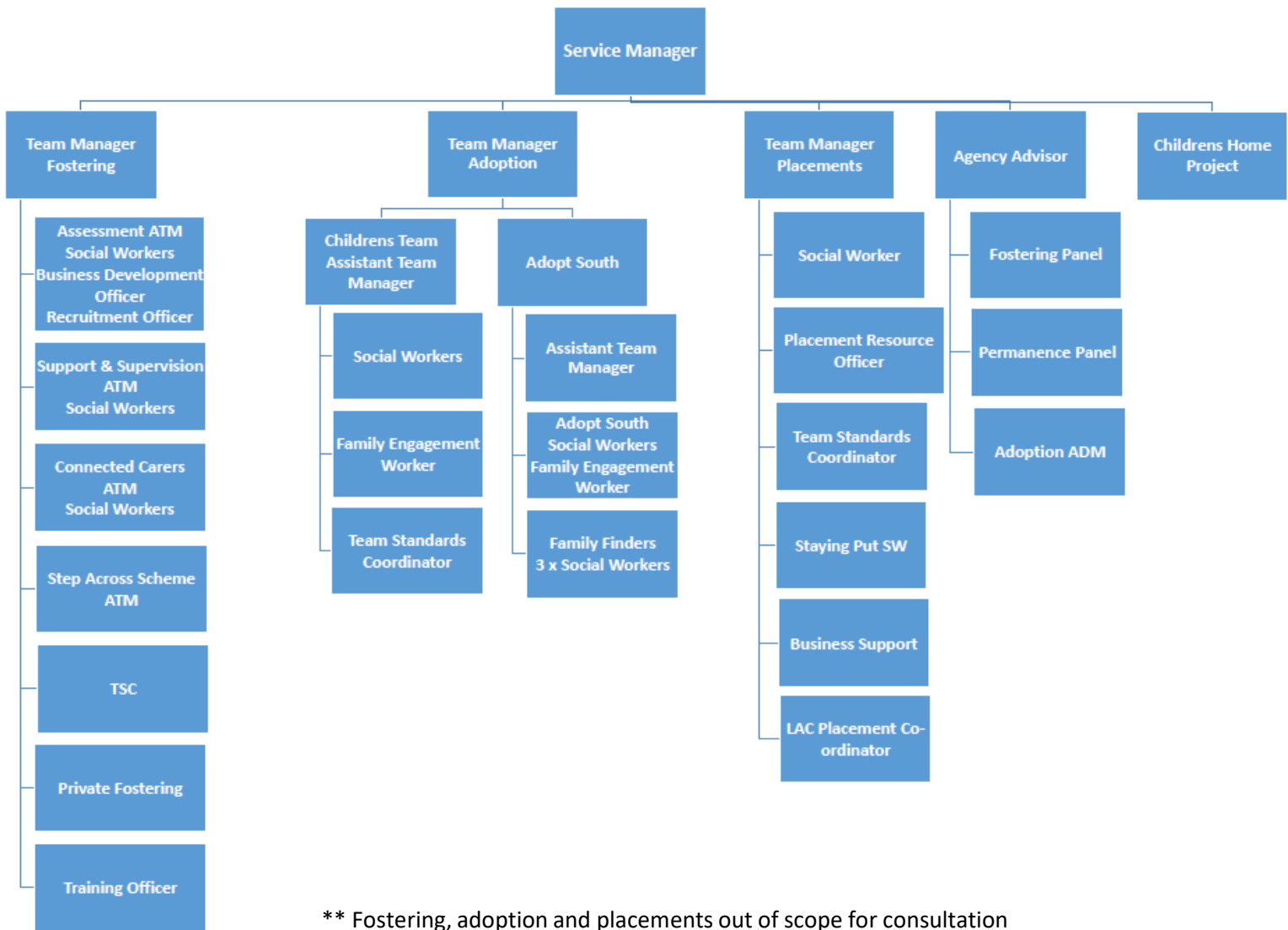
Children Looked After and Permanency - current structure



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Children Looked After and Permanency - current structure



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** Fostering, adoption and placements out of scope for consultation

The Case for Change

- There is a higher proportion of children and young people coming into care when compared with statistical neighbours and the England average.
- A high number of children in care experience multiple placement breakdown and moves.
- A high number of children and young people are placed outside of the city and experience disruption in their education and ability to maintain family and friendships.
- Children and young people in care experience multiple handovers between social workers and have limited opportunity to build trusting and lasting relationships that remain consistent during their journey.
- Rationalise and align key functions across the structure to provide greater coherence and consistency.

There is an opportunity to:

- Review the arbitrary age barrier between the Children Looked After and Pathways teams whilst maintaining a differentiated response to younger children in care and those preparing for adulthood and independence.
- Provide children in care with consistency and the opportunity to build trust and confidence in a named social worker who will support them throughout their journey into adulthood.
- Improve the permanency planning, as children and young people enter care, through closer joint working and planning with the Protection and Court teams.
- Reduce the number of placement breakdowns by intervening earlier to address emerging issues.
- Move the Family Partnerships Team into the Connected Carers team to align support to Special Guardianship Order (SGO) carers with the service who work with families to assess and support the SGOs with connected carers. This will allow for targeted support to SGO carers to be stronger where it needs to be, and also help families to be signposted to core offers within their localities going forward.

Children Looked After and Permanency – anticipated impact

Change of line management

- Contact Scheme moving to Children Looked After and Permanency
- Family partnership FEWs moving to Children Looked After and Permanency, Connected Carers (black text)

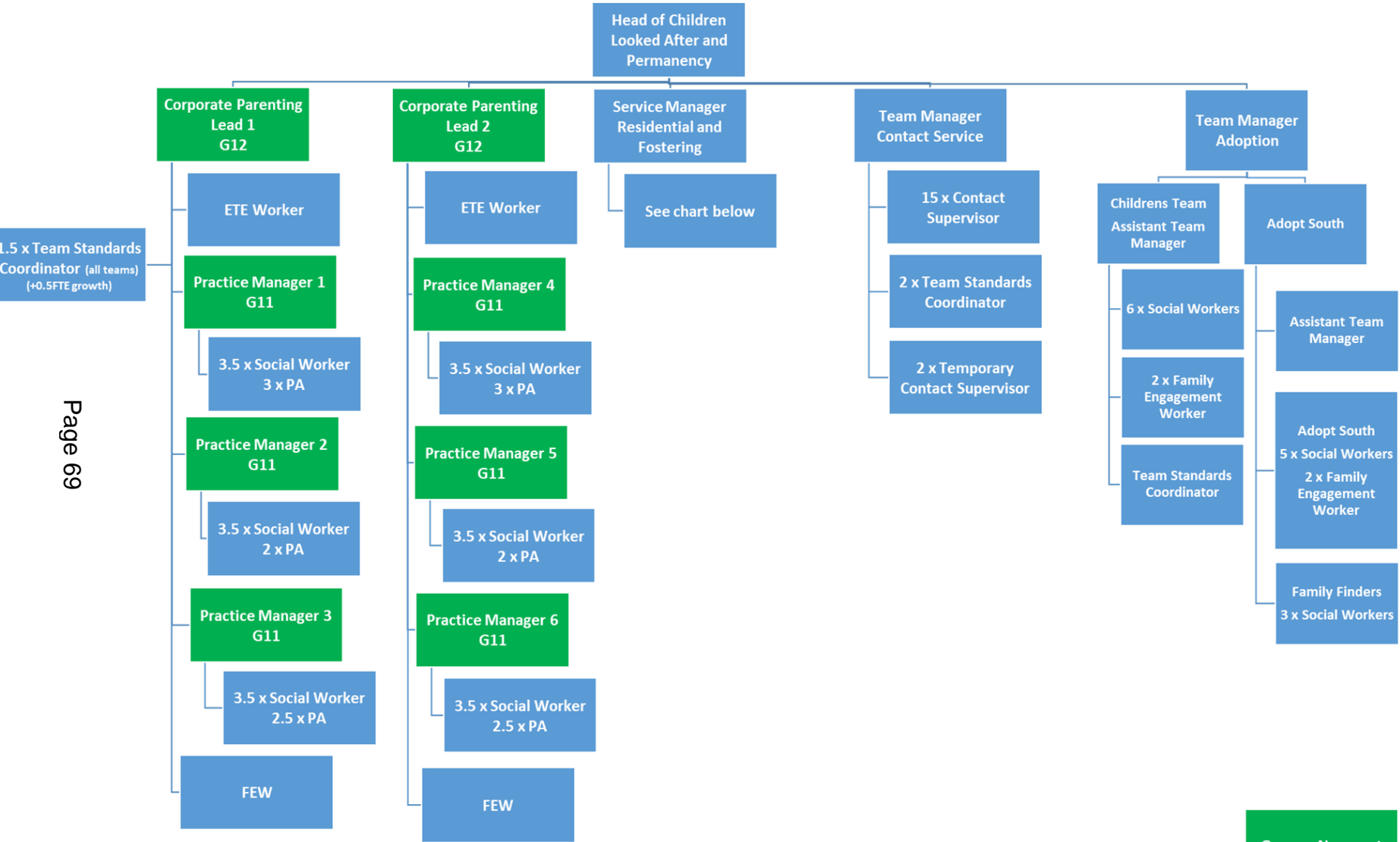
Deleted posts

- 3 FTE Team Manager LAC and Pathways
- 4 FTE Assistant Team Managers

New posts created

- 2 FTE Corporate Parenting Leads
- 6 FTE Practice Managers

Children Looked After and Permanency - proposed structure



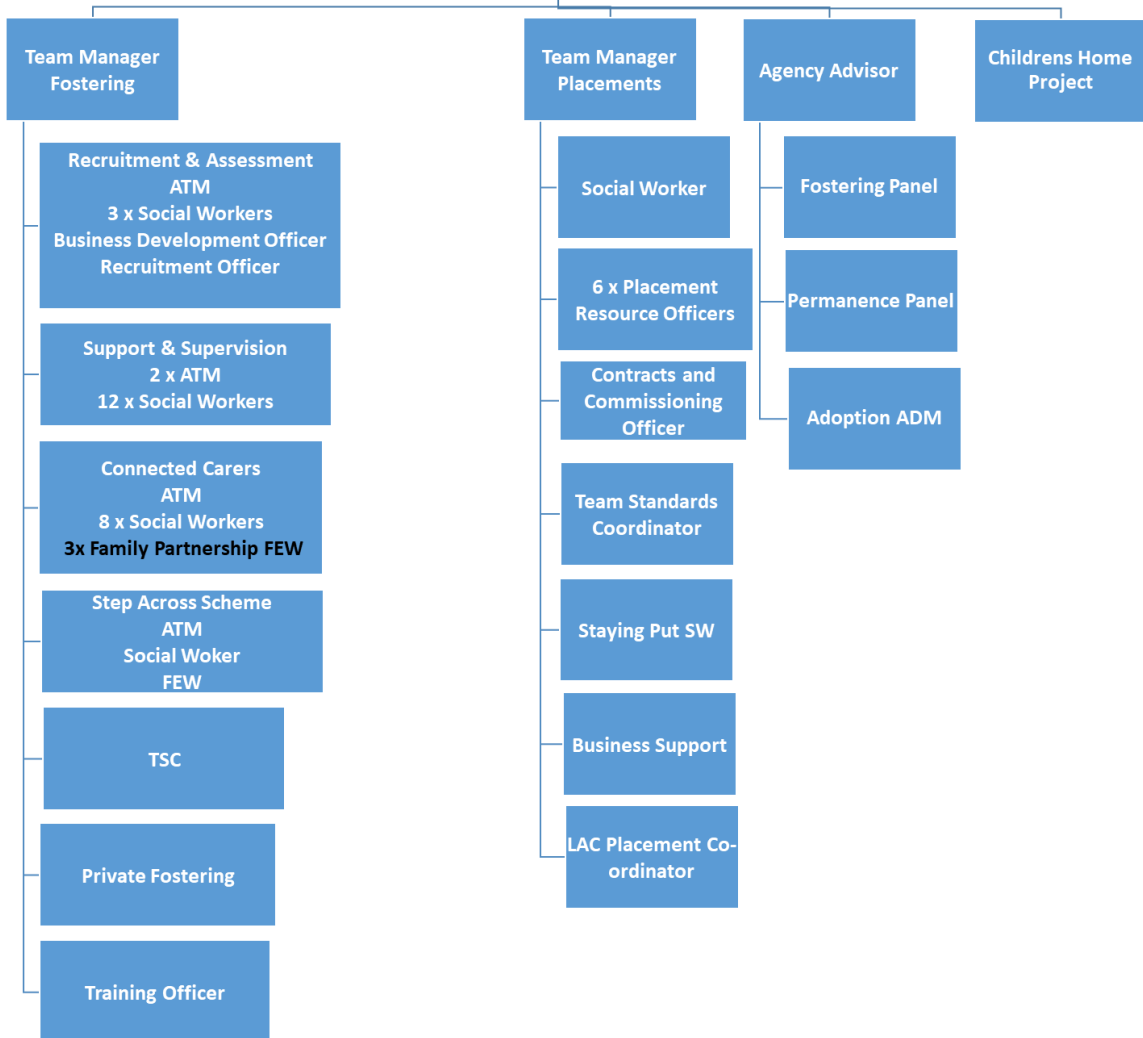
1.5 x Team Standards Coordinator (all teams) (+0.5FTE growth)

Page 69

Green = New post

Children Looked After and Permanency - proposed structure

Service Manager
Residential and
Fostering



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Consultation launch and next steps

6 October 2021 - Launch of Consultation

- We are here to launch the second phase consultation process of the Destination 22 organisational change proposals
- The organisational restructure is being completed in stages across the department. Phase 1 was the leadership structure which has now been completed
- We believe it is important to share with you fully the context and rationale for our approach and help inform the choices you make

Why are we changing things?

- It's about improving outcomes for our children.
- Making services more simple, accessible for children.
Focused on early intervention and priority needs.
Including young people and children with additional needs
- Funding is going to be a challenge – focus on frontline, not leadership.
- Demand for some high-cost services is increasing and we need to work with partners and communities to improve outcome and make an impact as early as we can.

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We have to transform if we are to deliver better outcomes for our children and improve their outcomes.

What happens next?

- 45 day consultation starts today – and will run until 19th November 2021
- Supporting information will be available on Staff Stuff:
 - Presentation slides and timeline of the process for change
 - Section 188 document sent to Trade Unions
 - Job descriptions for new roles
 - FAQs
- Job descriptions have been evaluated to confirm the grades. All grades are a guide at this point – as structures, JDs and grades may change based on feedback during consultation
- 1:1 meetings will be arranged with your line manager for all directly impacted staff.

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What happens next?

- We have reviewed the proposals and identified:
 - Roles which are **unchanged**
 - Roles which are **natural successor (70% match to existing role)**
 - Roles which are **changed**
 - Roles which are **deleted**
 - **New roles**

What does that mean for me?

- People in roles which are **unchanged**, or **similar**, will be **natural successors and can be slotted into new posts** – as long as there are not more people than posts which will require a selection and a ring fence recruitment process.
- You will be told whether you may be a natural successor or not at the start of the consultation and formally confirmed at the close of consultation
- If you think you should have been identified as a natural successor **based on your current job description** and haven't been, please complete the standard form found on the Live Restructure Intranet page and return to your manager – **deadline is 22nd October 2021**
- Your claim will be assessed for comparison using your current job description

What if I am not a natural successor to a post?

- There will be an open and fair selection process for **all other roles**.
- The selection criteria will be based on the job description, person specification, our core behaviours and digital competencies
- Anyone in scope who is not unchanged / natural successor can review the available posts and express an interest in up to two roles in the first instance
- You will be expected to provide evidence and information to support the required organisational behaviours, skills and experience of any role you are interested in by 26th November 2021.
- We don't anticipate any compulsory redundancies and will work with you and Trade Union representatives to avoid this.

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Is a Voluntary Severance (VS) option available?

- Yes – anyone in scope can request VS - **but this does not guarantee approval**. This is based on loss of skills, experience and cost to the service.
- If you are interested you must complete an application by no later than 15th October 2021 using the standard template form available on Staff Staff Restructure Page and return to Mandy Cottrell, HR Business Partner.
- Page 78 A panel (chaired by the Chief Executive including HR and Finance) will review all requests.
- Decisions will be made by the panel no later than 22nd October 2021 and sent to the line manager so that they can inform you of the decision.
- This may include **agreement to VS but leaving *at a later date*** if the business need requires this.
- Where VS is approved you will have until 29th October 2021 to confirm acceptance; once you confirm acceptance you will take no further part in the process / recruitment

For Voluntary Solutions (VS) :

It is important for you to understand that :

- Your actual and final financial figures can only be confirmed once an end date is agreed so your decision to take an approved VS exit will need to be based on the on-line calculator and (if you are 55 or over and a member of the Local Government pension scheme) your own most recent pension estimate which will give you a guide figure. Mandy will be able to provide this detail.
- Any final figure is based on your agreed exit date + pension entitlement (if in the scheme) + any untaken leave etc.
- Your line manager will confirm departure date

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Summary – next steps

- Consultation starts today 6th October 2021, and will run until 19th November 2021
- Further information will be available on Staff Stuff
- 1:1 meetings will be arranged for all affected staff if you wish to have one with your line manager
- Any applications for VS must be submitted to Mandy Cottrell by 15th October 2021
- Any claims for natural succession (if not identified already) must be submitted to your line manager by 22nd October 2021
- The intention is to confirm final proposals week commencing 22nd November 2021 and undertake recruitment from 26th November 2021 onwards
- You do not need to wait until the end of consultation to start planning your application for any changed or new role
- Service specific sessions to discuss proposals will be arranged
- Send your feedback to
RestructureConsultationFeedback@southampton.gov.uk

Any questions?

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DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	CHILDREN AND LEARNING - PERFORMANCE
DATE OF DECISION:	25 NOVEMBER 2021
REPORT OF:	SERVICE 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 is a summary of performance for Children’s Services up to the end of October 2021. At the meeting the Cabinet Member and senior managers from Children’s Services and Learning will be providing the Panel with an overview of performance across the division.	
RECOMMENDATIONS:	
	(i) That the Panel consider and challenge the performance of Children’s Services and Learning in Southampton.
REASONS FOR REPORT RECOMMENDATIONS	
1.	To enable effective scrutiny of Children’s Services and Learning 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 monthly performance information and an explanation of the measures.
4.	Performance information up to 31 October 2021 is attached as Appendix 1. An explanation of the significant variations in performance has been included.
5.	The Cabinet Member for Children’s Social Care, and representatives from the Children’s Services and Learning Senior Management Team, have been invited to attend the meeting to provide the performance overview.
RESOURCE IMPLICATIONS	
<u>Capital/Revenue/Property/Other</u>	

6.	None directly as a result of this report.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
7.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
<u>Other Legal Implications:</u>	
8.	None
RISK MANAGEMENT IMPLICATIONS	
9.	None
POLICY FRAMEWORK IMPLICATIONS	
10.	<p>The 2021-2025 Corporate Plan sets out the following regarding wellbeing in the city: <i>“We want a city in which people can start well, live well, age well, and live happy and fulfilling lives. We will be a city that prevents and intervenes early, promotes wellbeing, and allows people to live independently for longer, enjoying their lives and all our great city has to offer.”</i></p> <p>Aligned to this, priorities in the Corporate Plan include the following:</p> <ul style="list-style-type: none"> • Reduce the number of children looked after • Achieve our ambition to become a UNICEF Child Friendly City by 2024/25.

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	None
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Summary of performance and commentary – October 2021
2.	Glossary of terms

Documents In Members’ Rooms

1.	None
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Equality Impact Assessment

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

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

Other Background documents available for inspection at:

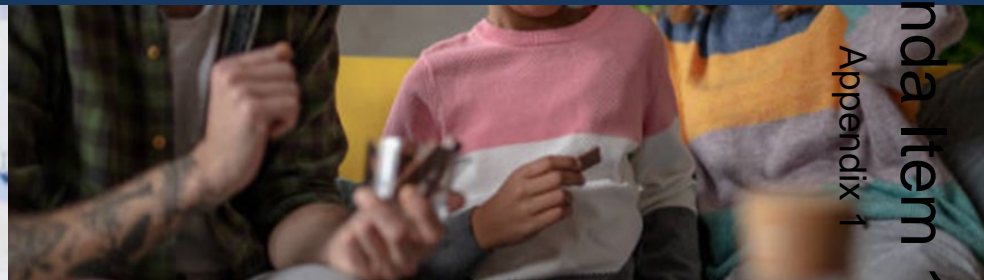
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
1.	None



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Scrutiny Performance Report

Southampton Children and Learning Service Improvement Board
25th November 2021



Agenda Item 10
Appendix 1

Practice and Performance Summary

The last two months have been extremely busy for the service, with many important foundations being set for practice improvement in the new year. The key development has been the approval of the Destination 22 business case, which has enabled us to start the staff consultation around the future service structure, begin to progress the workforce academy development and start recruitment activity in critical areas. The new permanent Heads of Service have swiftly made themselves visible within their service areas and are working extremely well together with a collective commitment to tackling critical service need and supporting the service through this time of turbulence.

We believe that the service is becoming more data-intelligent and, although in some areas improvements in the outcomes for children are frustratingly slow, we are increasingly feeling that we are 'getting a grip' of the challenges along with a more accurate understanding of what we need to do differently. Assurance clinics are proving to be successful in terms of the engagement and buy-in of managers and this model is allowing us to apply a more bespoke approach to interrogating performance. Improvements are slow in some areas, but we are seeing pockets of improvement.

Our work with Hampshire Children's Services has progressed further and we have been pleased to welcome the new DfE performance advisor. The profile of our Principal Social Worker is growing, and her energy and engagement across the service is increasing service and partner awareness of our practice framework and enabling many meaningful conversations about life on the front line.

The principal concern for us continues to be the level of demand in key service areas, exacerbated by staffing instability. This is of particular concern in the Protection and Court and Looked after Children services and we continue to see a negative impact upon the consistency of practice as a result of this. We are actively deploying further staff to these teams, including an additional service manager joining the Protection and Court Team. We have developed a structured, targeted response to the rising numbers of children in care, particularly those who are in residential placements but who could live within a family. We are also stepping up our recruitment and retention activity through improved web design and social media. We are planning to launch a major media campaign in January when we are clearer about where the vacancies are across the service post D22 restructure. Our projects team is now supporting our recruitment and retention activity, including a refresh of our strategies.

I would recommend that the key considerations for the Panel in November 2021 are:

- The level of contacts that are coming into the service, particularly from the police, and the impact upon service effectiveness as a result.
- Partnership support for the launch of the Children's Resource Hub and new threshold document.
- Continued partnership support for recruitment activity (staff and foster carers).
- A collective commitment to promoting positive working relationships on the ground between practitioners within our teams and services, particularly in relation to professional respect and trust.



Steph Murray - Deputy Director
Children's Social Care

Performance Overview

What's Going Well

- Assessments completed in 45 days
- Children on a CPP and CLA reviews in timescale
- Care Leavers with an up to date Pathway Plan
- Numbers of audits where practice is good or outstanding

Ones to Watch

- Our referral numbers have reduced from 19/20 activity in 20/21 but to bring us in line with benchmarking partners we need support the partnership and families earlier before their needs meet safeguarding threshold
- Improve visits to Children in Need on a plan
- Reduce the number open on a Child in Need plan
- Visits to CLA in timescale

What We Need to Do Better

- Reduce the number of contacts received each month from partners, especially the Police that do not meet threshold
- Reduce CLA numbers
- Care Leavers who are NEET

Scrutiny Performance Indicators

Area	Indicator	Outturn type	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Target	Southamp	Southamp	Statistical	South East	England
Early Help	Number of referrals into Early Help	NUMBER								TBC	N/A	N/A	N/A	N/A	N/A
Early Help	Number of referrals that were stepped down from CSC into Early Help	NUMBER								TBC	N/A	N/A	N/A	N/A	N/A
Early Help	Percentage of re-referrals within 12 months into Early Help	PERCENTAGE								TBC	N/A	N/A	N/A	N/A	N/A
Early Help	Number of cases (children) open to Early Help at the end of the month	NUMBER	923	902	910	929	904	903	870	1000	N/A	N/A	N/A	N/A	N/A
Early Help	Percentage of Early Help cases closed that were stepped up to CSC	NUMBER								<10	N/A	N/A	N/A	N/A	N/A
Early Help	Percentage of cases closed due to family disengaging with support	NUMBER								10%	N/A	N/A	N/A	N/A	N/A
Front Door	Number of contacts	NUMBER	1897	2080	2373	2202	1895	2142	1978	1400 per month	15657	17661	N/A	N/A	N/A
Front Door	Percentage of contacts that lead to No Further Action where the reason for contact was request to children's social care	PERCENTAGE	87%	86%	89%	89%	90%	88%	90%	70	N/A	N/A	N/A	N/A	N/A
Front Door	Number of referrals in the month	NUMBER	336	445	342	355	291	426	387	300 per month	N/A	N/A	N/A	N/A	N/A
Front Door	Rates of referrals per 10,000 of Under 18 Population	RATE	64	152	219	288	345	428	503	647	944	790	647	561	484
Front Door	Percentage of re-referrals within 12 months	PERCENTAGE	21%	28%	26%	33%	26%	31%	24%	23	23	28	22	28	23
Assessments	Percentage of C&F assessments completed within 45 working days	PERCENTAGE	91%	87%	89%	94%	86%	90%	85%	88	21	23	26	30	31
Child In Need	Number of children with an active Child in Need Plan not allocated to CWD (CIN*)	NUMBER	548	549	530	537	512	536	532	475	N/A	N/A	N/A	N/A	N/A
Child In Need	CIN on a plan visited within 4 weeks	PERCENTAGE	85%	82%	79%	76%	70%	69%	87%	90%	N/A	N/A	N/A	N/A	N/A
Child Protection	Number of children who are subject of a Child Protection Plan as at the end of month	NUMBER	339	355	385	387	420	387	388	340	396	310	430	N/A	N/A
Child Protection	Rates of children who were the subject of a Child Protection Plan per 10,000 of Under 18 Population	RATE	65	68	74	74	81	74	74	N/A	N/A	N/A	N/A	N/A	N/A
Child Protection	Percentage of Child Protection plans reviewed within required timescales who had been subject of a plan for 3 or more months	PERCENTAGE	97%	97%	97%	99%	97%	99%	94%	100	65	63	91	93	93
CLA	Number of CLA at the end of the month	NUMBER	494	498	501	508	508	517	530	456	N/A	N/A	N/A	N/A	N/A
CLA	Rate of CLA per 10,000 under 18 population	RATE	95	96	96	98	98	99	102	89	95	TBC	97	53	67
CLA	Percentage of CLA for whom a visit has taken place within statutory timescales (6 weeks or less visits)	PERCENTAGE	65%	79%	80%	77%	74%	75%	75%	100	95	N/A	N/A	N/A	N/A
CLA	Percentage of CLA children with an up to date review	PERCENTAGE	98%	96%	95%	96%	97%	96%	97%	100	N/A	N/A	N/A	N/A	N/A
Care Leavers	Percentage of Care Leavers 16+ with an Up-to-date Pathway plan	PERCENTAGE	94%	94%	96%	96%	97%	96%	96%	90	N/A	N/A	N/A	N/A	N/A
Care Leavers	Percentage not in employment, education, or training (NEET) on their 17th and 18th Birthday	PERCENTAGE	55%	58%	53%	61%	51%	52%	48%	20%	31	TBC	31	28	31
Care Leavers	Percentage not in employment, education, or training (NEET) on their 19th to 21st Birthday	PERCENTAGE	72%	77%	72%	76%	79%	76%	77%	20%	65	TBC	87	N/A	N/A
Audit	Average Caseload per Worker - All Teams	NUMBER	TBC	TBC	TBC	TBC	TBC	TBC	TBC	N/A	N/A				
Audit	Percentage of CIN who have had their supervision and within timescale	PERCENTAGE	85%	65%	55%	59%	53%	55%	67%	90	N/A	N/A	N/A	N/A	N/A
Audit	Percentage of CPP who have had their supervision and within timescale	PERCENTAGE	88%	66%	56%	66%	49%	63%	71%	100	N/A	N/A	N/A	N/A	N/A
Audit	Percentage of CLA who have had their supervision and within timescale	PERCENTAGE	80%	68%	51%	65%	66%	70%	58%	90	N/A	N/A	N/A	N/A	N/A
Audit	Percentage of Care Leaver who have had their supervision and within timescale	PERCENTAGE	81%	64%	48%	72%	83%	69%	82%	90	N/A	N/A	N/A	N/A	N/A
Audit	Number of Cases Audited	NUMBER	12	2	28	105	22	17	TBC	TBC	N/A	N/A	N/A	N/A	N/A
Audit	Percentage of cases that are Good or Outstanding	PERCENTAGE	33%	0%	36%	66%	41%	65%	TBC	TBC	N/A	N/A	N/A	N/A	N/A

What the data tells us – EH, Referrals and Assessments

Analysis

Early help local performance is variable and comparison activity is limited currently and this will be addressed as the new requirements for the Early Help Service are developed. We need to develop our ability to report on outcomes of EH intervention. This will be possible with the launch of Care Director. Single assessment timeliness remains good and aligned with statistical neighbours, but we need to have an average of no more than 352 assessments per month if we are to come inline with SN's. Re-referrals fluctuates month on month but we are in line on average with SN activity.

Action/next steps

- Greater focus on Early Help performance as part of Destination 22 programme.
- Development of exemplars for focus five is almost complete. New chronology communications has been developed – ready to be shared with staff.
- Targeted sessions with Assessment/ BIT regarding systemic approach to purposeful practice, assessment as an intervention and reflecting teams. Planning has commenced.
- Launch of systemic practice training to support reflecting team approach (with the aim being to challenge risk averse practice and to focus on purposeful assessment where assessment is viewed as an intervention in its own right) is being planned and considerable communications efforts to ensure staff continued interest.

Purposeful Direct Contact

What the data tells us - visits

Analysis

The data shows that we are not consistently meeting our visiting requirements in respect of our children who are both looked after and subject to CiN planning. We need to do better, although teams report better visiting performance and that the issue is compliance recording timeliness of recording. There is better performance in relation to children subject to child protection planning. However, the quality of direct work across the service remains variable and a recent Care Plan consultation undertaken by the Independent Reviewing Officers demonstrated that at second review 87.5% of children and young people in our care did not know what the plan is for their current or future care.

Action/next steps

- Identifying 'good practice' case exemplars to support staff to know what good looks like.
- PSW led reflective sessions with teams and managers across the service have commenced. reflective practice and embedding the systemic approach to reflecting teams into daily team practice- these will emphasise perspective of the child. Launch of systemic practice training to support reflecting team approach is being planned and considerable communications efforts to ensure staff continued interest.
- Purchase of direct work toolkits for staff and PDT sessions to support.
- Love our Children Practice Week – Presentations from SAR Alice and Lisa Cherry and launch of Narrative training to ensure that practitioners understand the need for direct work/ appropriate visiting patterns/ relationship-based practice/ children understanding their own

Management Support for better Practice

What the data tells us - Supervision

Analysis

Our data shows us that supervision practice across the board remains inconsistent. Employee Survey and SWORD (Social Work Organisational Resilience Diagnostic Tool) completed with a focus on wellbeing, supervision frequency and leadership and staff identified that practice is inconsistent across the service and staff do not feel that the culture yet fully supports attendance at reflective spaces. To date, staff feeding back in the groups find the supervision policy and tools cumbersome. Managers and staff have volunteered to be part of the redesign.

Action/next steps

- Practice Development Team led reflective sessions with teams and managers across the service have commenced. The aim is to gain further qualitative understanding of staff perspectives on supervision policy and supervision tools and their expressed needs and wishes regarding reflective practice. PSW has already commenced training some management groups This will continue and grow across the service.
- Launch of systemic practice training to support reflecting team approach is being planned and considerable communications efforts to ensure staff continued interest, for example, systemic presentations at the launch of the Making the Difference Practice Development Forum, IFT presentations at the Equality, Diversity and Inclusion Practice Week planned for December.
- Supervision policy rewrite and tool redevelopment and launch to raise the profile of supervision. This will include a review of supervision frequency to 4 weeks in line with newly authored Practice and Management Practice Standards. Audit & Practice learning days scheduled for January 2022 to link audit to systemic reflecting teams activity

Robust Corporate Parenting

Analysis

Rate remains high and has increased to increased number of entries in to care, against a stable number of children exiting. We are also seeing increasing numbers of UASC children entering care as we are part of the regional offer to Government until we reach the standard 0.07% 0-17 population which for Southampton is 35 UASC children.

Children and Care leavers mostly have an up to date plan in place. We need to do better on visits to our children and care leavers. We need to provide improved supervision for staff and children to ensure plans are SMART, meaningful and are being delivered by all corporate parents. The impact and challenges of national recovery from the pandemic is acutely seen in our care leavers NEET figures where we see too many children and young people not in Education, employment or training.

Action/next steps

Staffing within the service remains challenging with high vacancy rates. We are acutely aware of our corporate parent and statutory requirements and contingency plans are being put into place, although colleagues report that visit performance is better than reported as there is a lag in recording. This is being looked in to. We are working closely with colleagues in Education to ensure all possible EET opportunities for our young people are explored and supported.

Rigorous Quality Assurance

What the data tells us - Audit

ANALYSIS

Extensive CLA and Care Leavers audits were completed over the Summer period of 2021 with the inclusion of LAC managers and IROs. These identified inconsistencies in the quality of practice and frequency of visits to this group of children/YP.

Quality overall and moderation. Audits are not embedded. However, Partners in Practice work

Action/next steps

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- Case Review discussion/reflection has been introduced at LIP to enable learning from audits to be embedded into practice on broader scale within safeguarding teams
- Examples of good/outstanding practice are shared with PSW on monthly basis to encourage practitioners to maintain good standards where this is identified and to encourage other practitioners to emulate this with a view to improving practice within teams
- Team managers and IROs are required to participate in work to enable them to accurately benchmark the quality of practice, in order to help raise standards
- A Service discussion is required in respect of children that are on six monthly visit frequency to determine whether this level of SW input is meaningful

Analysis

Assurance clinics are running on a rolling weekly schedule. Managers have been engaged in identifying the priority areas for their areas. Data is reported at team and worker manager level and used to track progress (see examples of assessment service and PACT)

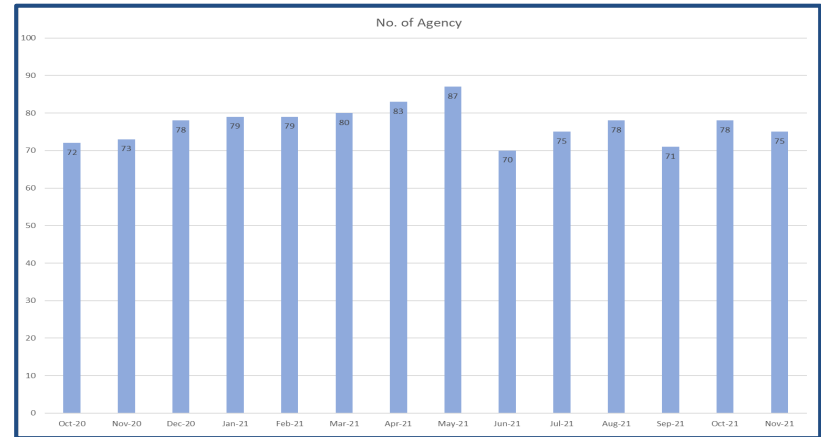
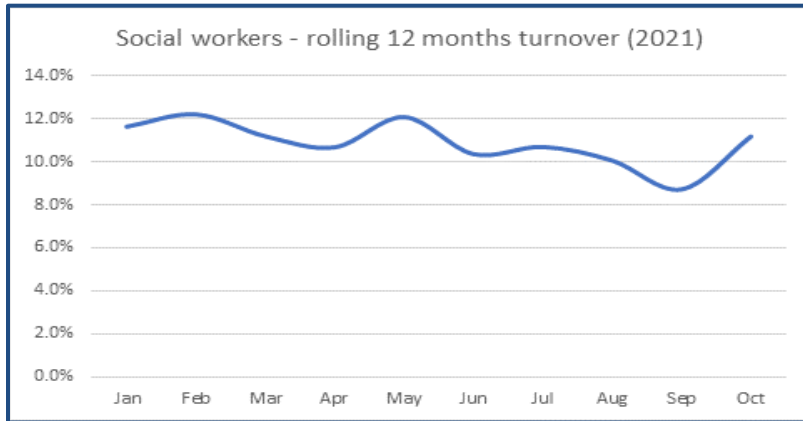
Action/next steps

This is a new suite of indicators devised in line with statutory reporting and best practice. Wherever possible our performance is benchmarked against Statistical Neighbours, SE and England averages.

The data set will also be available as a power BI report with additional indicators enabling service areas and TM's to drill down on performance to child level exception data.

The improved set of PI's, many of which we can benchmark against, the functionality of an interactive Power BI dashboard and the assurance clinics will provide a performance structure and PI information which will give Southampton the tools and insight it has long needed to drive good practice as our minimum standard

What the data tells us



Analysis

Recruitment and retention continues to be a significant issue and caseloads will need to reduce if we wish to practice in the relationship based way we aspire to. Turnover shows a recent increasing trend, with Destination 22 having an impact. Agency use remains high, but broadly stable.

We have expanded the number of placements and routes into social work training Work is well underway in commissioning the large scale training that is required to fulfil the ambition of the practice framework. Funding has been secured. PSW is leading change to learning culture and there is evidence that this and senior leadership team engagement is having impact.

Efforts are being made in respect of recruitment, Tripod International recruitment, newly designed adverts and recruitment resources, attendance at recruitment and career fairs, lectures at universities. In order to remain competitive SCC required to develop senior social work post. JDPS completed and evaluated. Progression Panel guidance in draft.

Current position: 20 students with us on placement; 4 students flourishing in our Frontline Hub; 9 social work apprentices across 3 cohorts progressing well; 5 Step Up to Social Work students commence January.

Action/next steps

- Project team supporting the development of a clear recruitment and retention plan as part of Destination 22.
- Recruitment of a second CSW to facilitate an additional Frontline hub next academic year.
- Exit interview analysis to be completed for this quarter.
- ASYE caseload analysis to continue and research underway regarding usefulness of post ASYE year of additional support & review of ASYE policy in line with this .
- Business case in respect of bringing ASYE assessment and support fully in- house.
- Progression panel guidance for Senior Social Work Post to be completed and communications developed.
- Large scale training procurement activity and calendar planning.
- Working with IFT regarding implementation of systemic practice training across the service and ensuring that there is the clinical supervision structure in place.
- Launch of Practice Educator CPD Club – 13 staff have come forward wanting to undertake Practice Educator training .

Care Management System Implementation

- The Care Director implementation has recently had a new Live date approved for the 31st January 2022.
- The project started User Acceptance Testing (UAT) on Monday the 1st Nov and by 5th and will have completed 20% with HRDA, EDT, MASH, Single Assessment and CIN.
- Training planning and development underway with training Partner for January delivery.
- Cut over and Live Migration planning ongoing.

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Care Director: UAT 1st November – 16th December

Training Jan 3rd – 28th

PARIS Switch off 27th Jan

Live 31st January

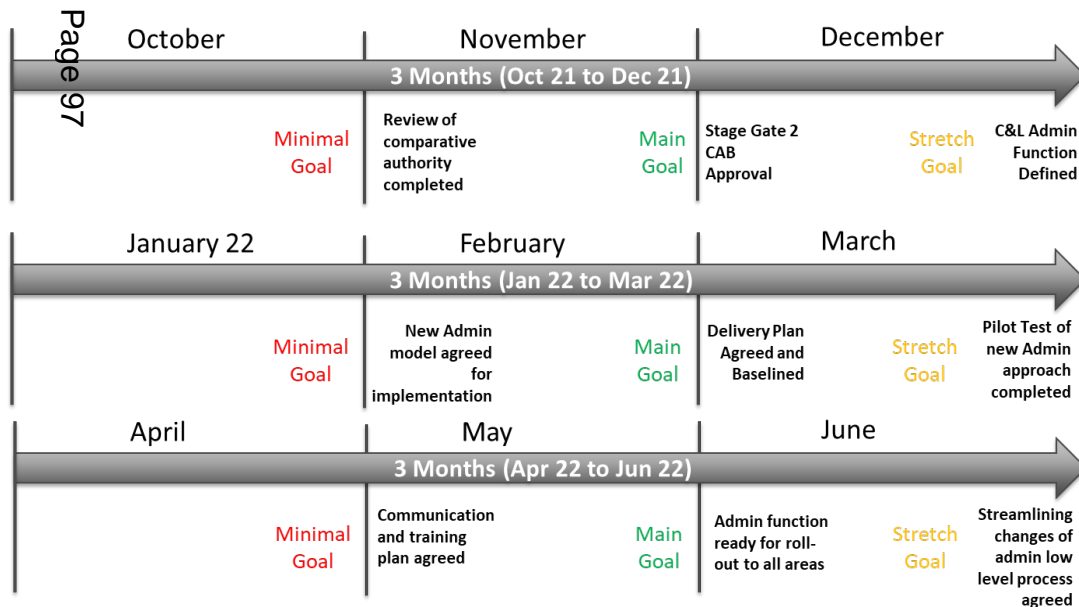
Business Support Review

Status - GREEN

- 2 of 3 Comparative authority interviews completed.
- Analysis of feedback started.
- Preparations for CAB in progress.
- Process mapping stalled awaiting introduction to Admin staff by Managers for priority areas defined in line with D22.

Critical Actions to Dec 2021

- 1) Complete comparative authority interviews.
- 2) Produce conclusions and recommendations.
- 3) Gain CAB Authorisation to continue Project.
- 4) Agree with QA the admin approach and team structures required.
- 5) Continue low level admin process mapping.
- 6) Hold Programme Board meetings prior to CAB for alignment.
- 7) Exploring a pilot business support project in PACT.



Timeline

Timeline is high level until the Admin Function is defined and the implementation plan can be formed.

The Horizon to December is fixed and baselined.

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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:	25 NOVEMBER 2021
REPORT OF:	SERVICE DIRECTOR – LEGAL AND BUSINESS OPERATIONS

<u>CONTACT DETAILS</u>			
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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 a summary of 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 – 25 November 2021
2.	Destination 22 – Children’s Social Care Reduction Model
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

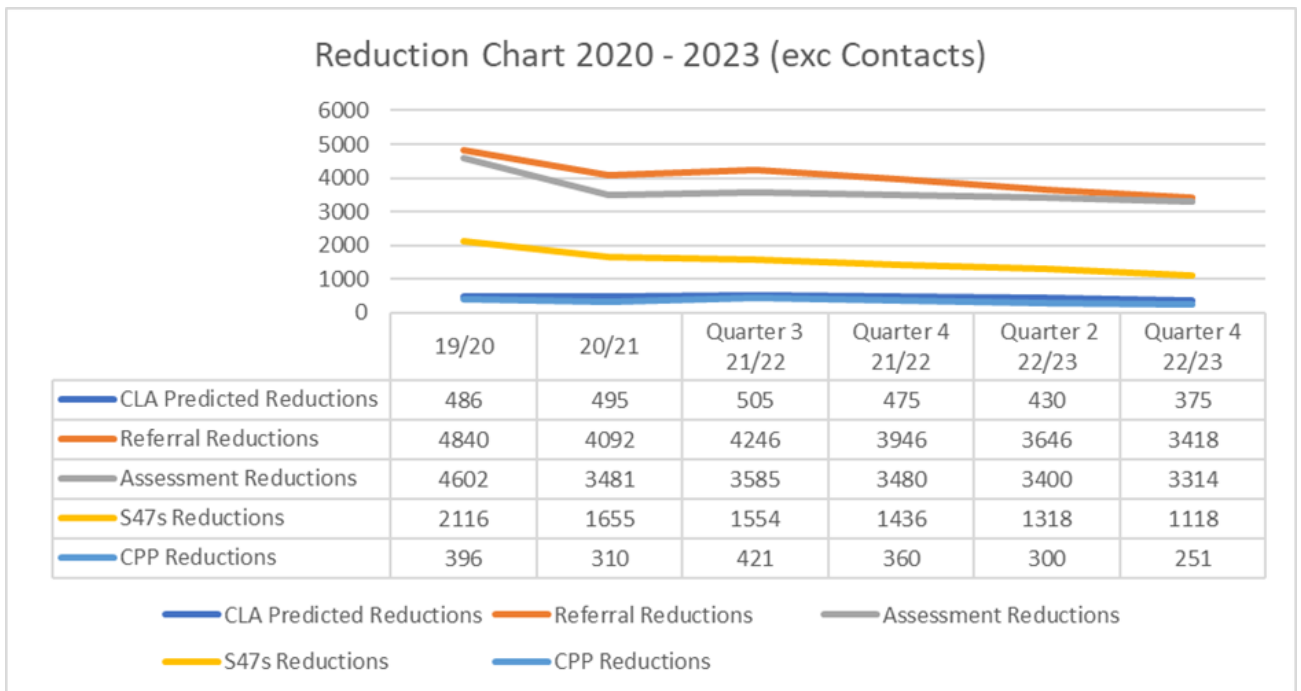
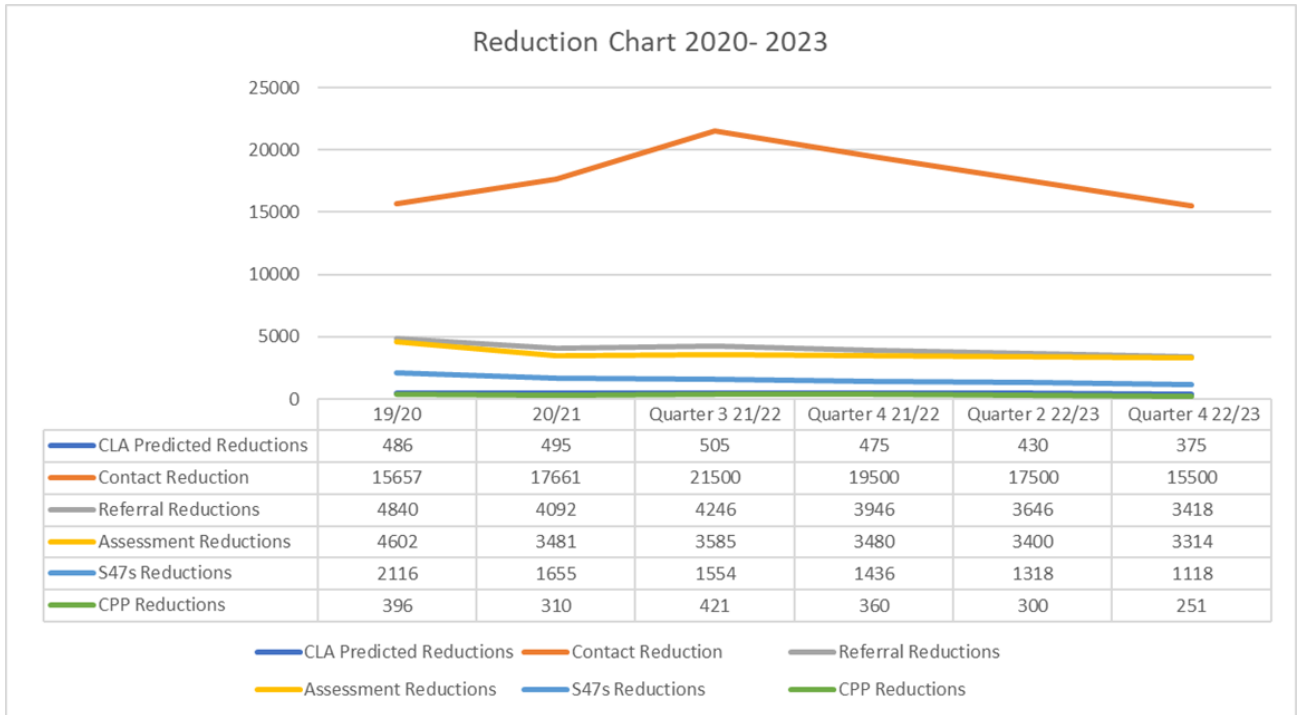
Children and Families Scrutiny Panel

Scrutiny Monitoring – 25 November 2021

Date	Title	Action proposed	Action Taken	Progress Status
17/06/21	Ofsted Focused Letter	1) That the Cabinet Member for Education lobbies the Government, on behalf of the Council, to give local authorities additional powers with regards to the oversight of elected home educated children.	The Cabinet Member has received a briefing from the Head of Education and Early Years on Elected Home Education.	Partially complete
30/09/21	Post 16 Provision and Participation	<p>1) That, in addition to seeking to learn from best practice in reducing NEET levels, officers liaise with Bristol City Council and Coventry City Council to identify how they were able to reduce NEET levels during the pandemic.</p> <p>Additional recommendation made at 4/11/21 meeting of the Panel:</p> <p>1) That the Panel are provided with a precis of the key findings from the NEETs conversation with Bristol / Coventry.</p>	<p>The Service Manager – Education Strategy, Planning and Improvement has contacted Bristol and Coventry to discuss successful strategies.</p> <p>A meeting with Bristol has been set up.</p> <p>Awaiting a response from Coventry.</p> <p>Response to additional recommendation: The Post 16 Team and I met with leaders at Bristol City Council with regards to their gains in NEET reduction – there were two main reasons for this:</p> <ol style="list-style-type: none"> Data Cleansing – they employed an officer to data cleanse as there had been some historic inaccuracies recorded which was impacting on their NEET statistics. This went some way towards reducing their NEET %. Improved engagement with providers and practitioners – during the pandemic the team at Bristol created an online channel and virtual forum for both providers and practitioners to advertise and broker support for YP in real time. They meet fortnightly. Providers have the opportunity to recruit to their programmes and practitioners can bring anonymous cases for discussion and identify support to reengage. This swift action has resulted in the right support at the right time. <p>Colleagues at Bristol CC invited us along to one of their ‘In to Learning’ meetings where we were able to gain an</p>	Complete

Date	Title	Action proposed	Action Taken	Progress Status
			understanding of their model. The team in Southampton are now adopting that approach with the planned establishment of a new 'Learning Hub' with the aim of strengthening the offer for young people by bringing providers and practitioners together. There will be some initial challenges to overcome (IT permissions for external colleagues) before this is rolled out.	
04/11/21	Children and Adolescent Mental Health Support – Looked After Children	1) That, reflecting the overview of the innovative Shared Training and Assessment for Well-Being (STrAWB) initiative that is referenced on p15 in the Virtual Headteachers Annual report, the Panel receive details relating to how this initiative will work with other services that support the mental health of Southampton's care experienced children and young people.	Response circulated to the Panel – 05/11/21	Complete
04/11/21	Children and Learning Service Improvement Plan	1) That, to provide greater context to the Children's Social Care reduction model and targets, the Panel are provided with information that presents the data and performance trends over a longer time period.	Attached as Appendix 2	Complete

Destination 22 – Children’s Social Care Reduction Model



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