



# Destination 22

Transformation Consultation Document  
6<sup>th</sup> October 2021

## 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.

- 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.

# 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.
- 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.

# 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

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

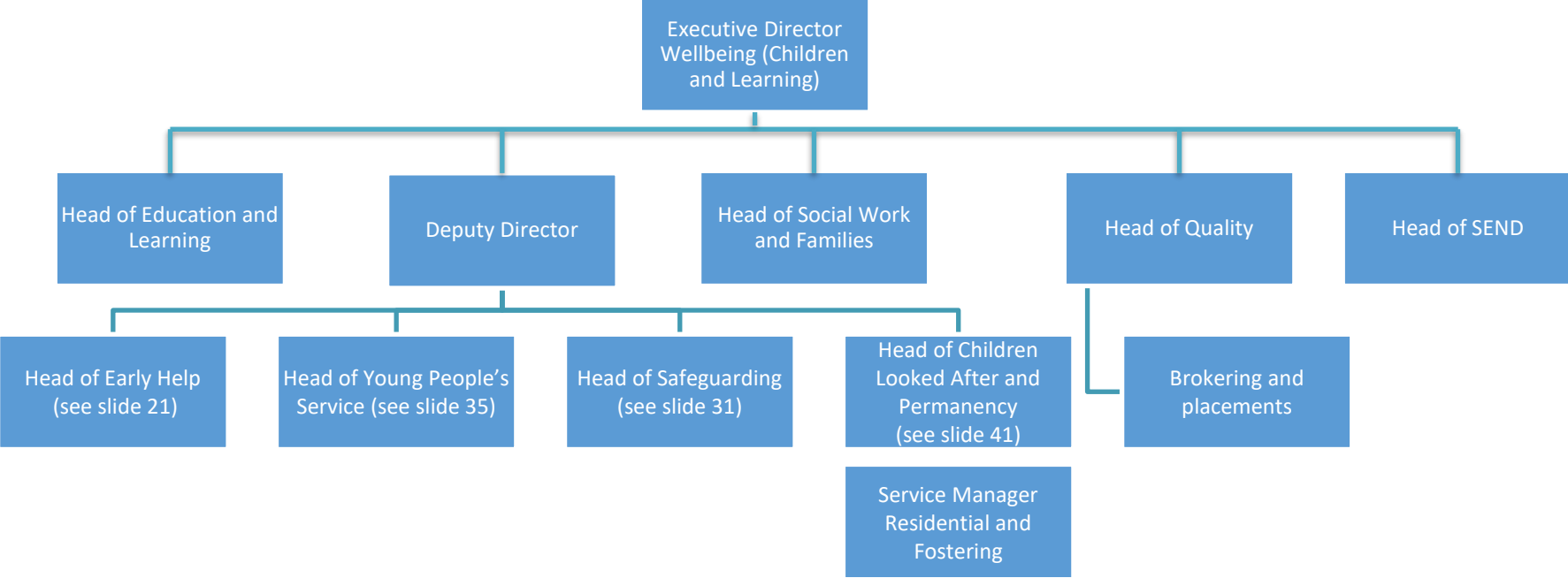


<b>Proposals</b>	<b>Lead</b>
Prevention and Early Help	Dan Buckle
Safeguarding	Jacqui Schofield
Young People's Service	Tim Nelson
Looked after Children and Care Leavers	Julian Watkins



# Confirmed leadership structure

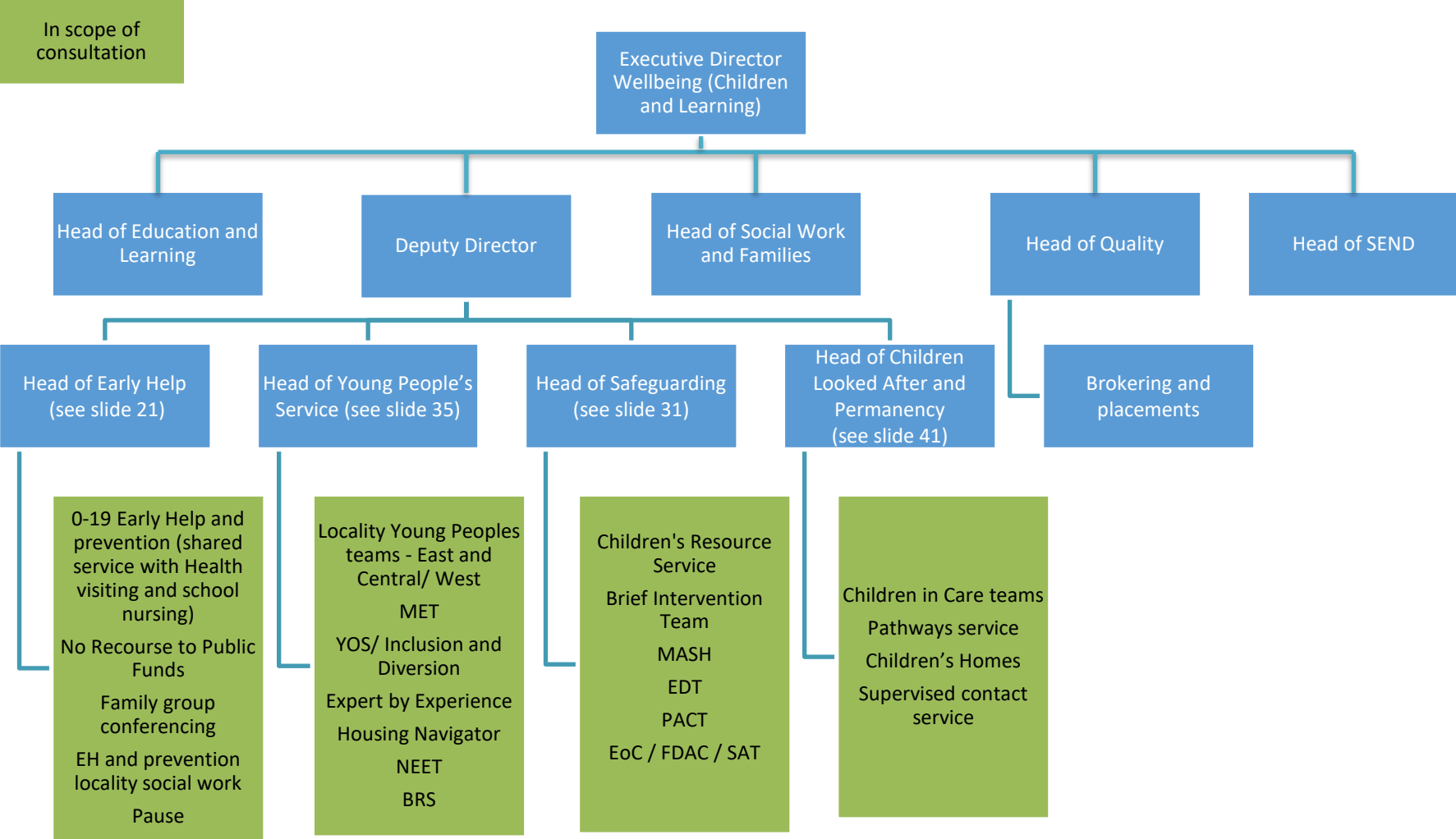
# Confirmed leadership structure





# Scope of consultation

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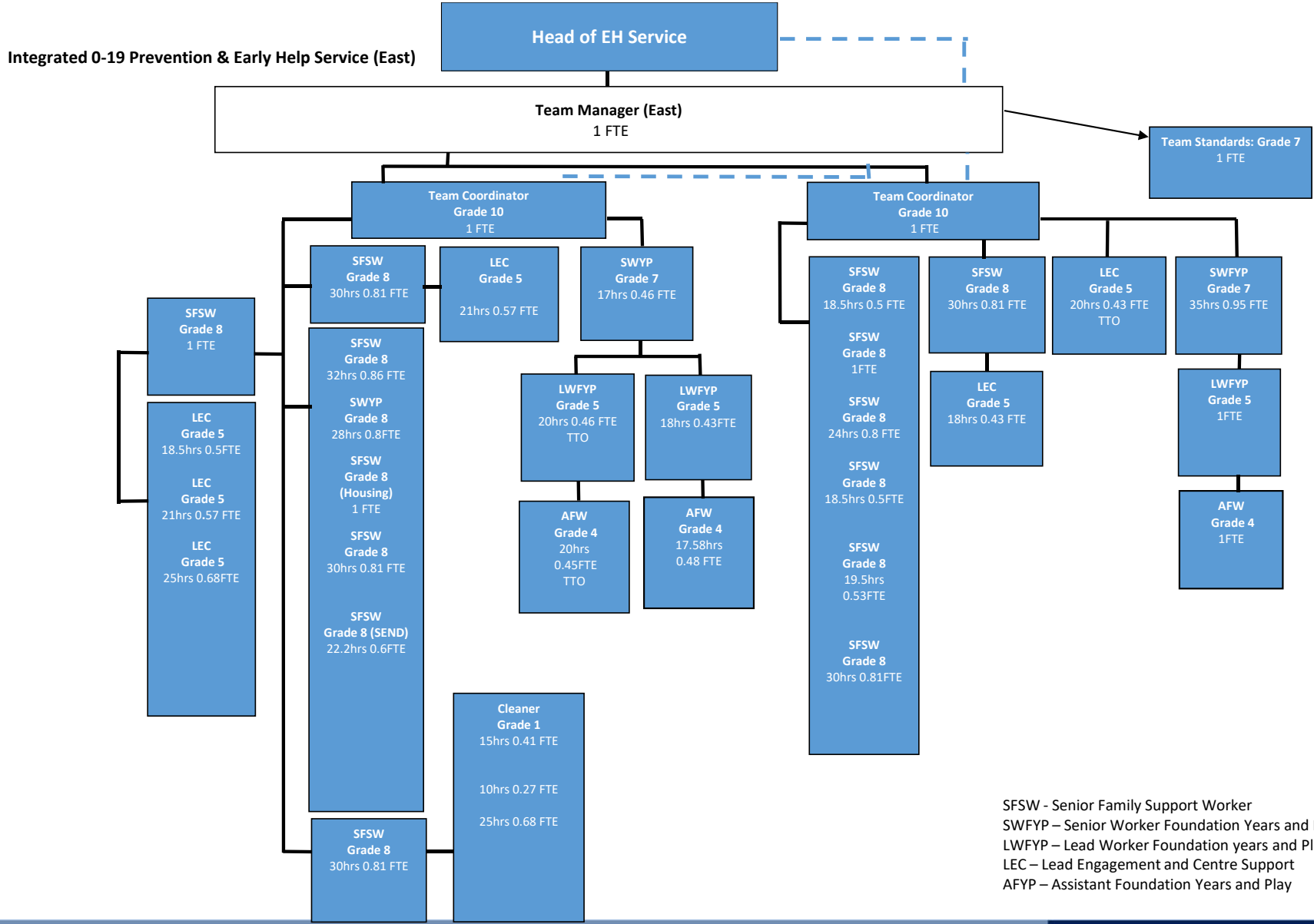




# Proposed changes

# Early Help Service

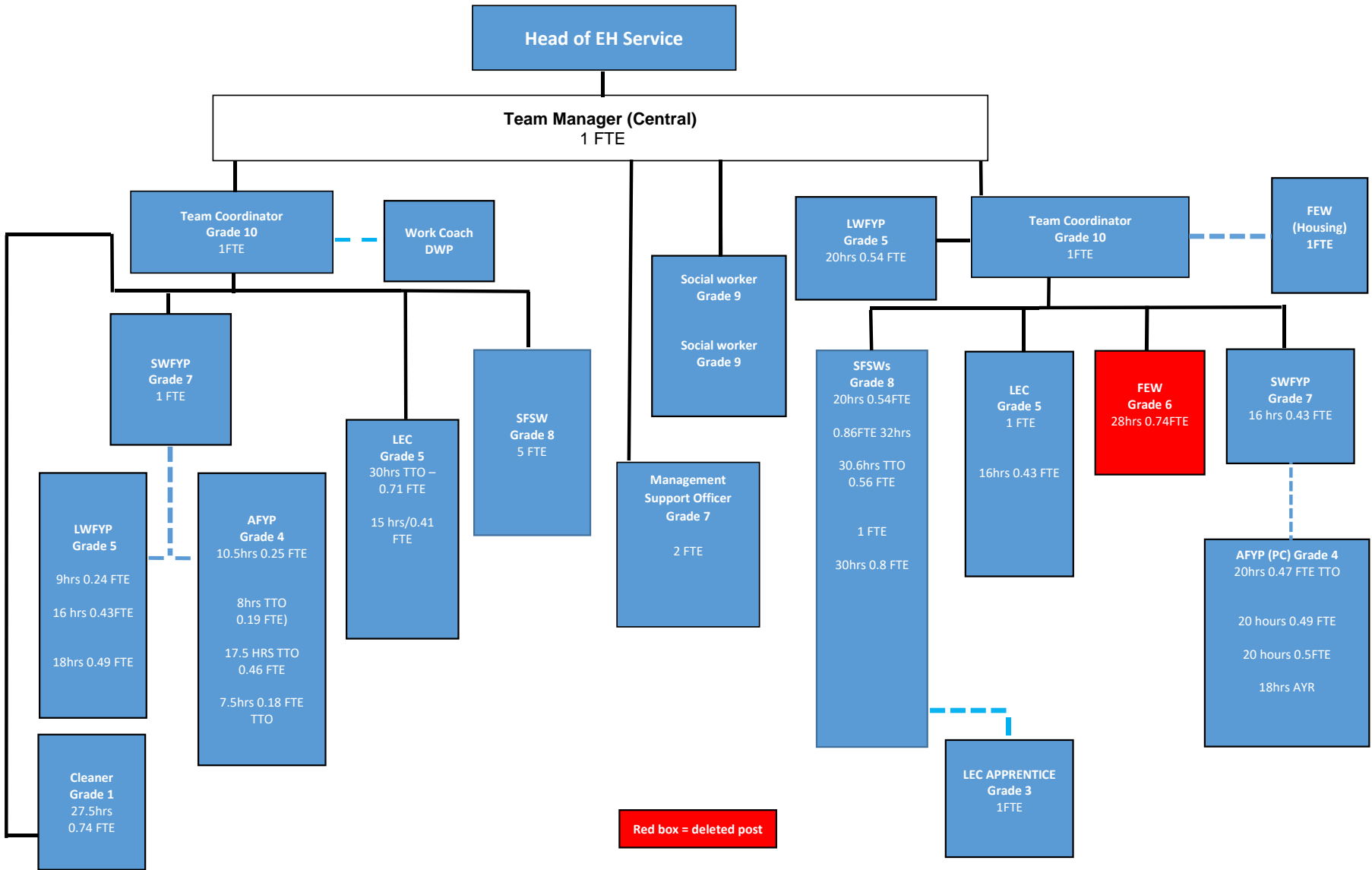
# Early Help Service - current structure East



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

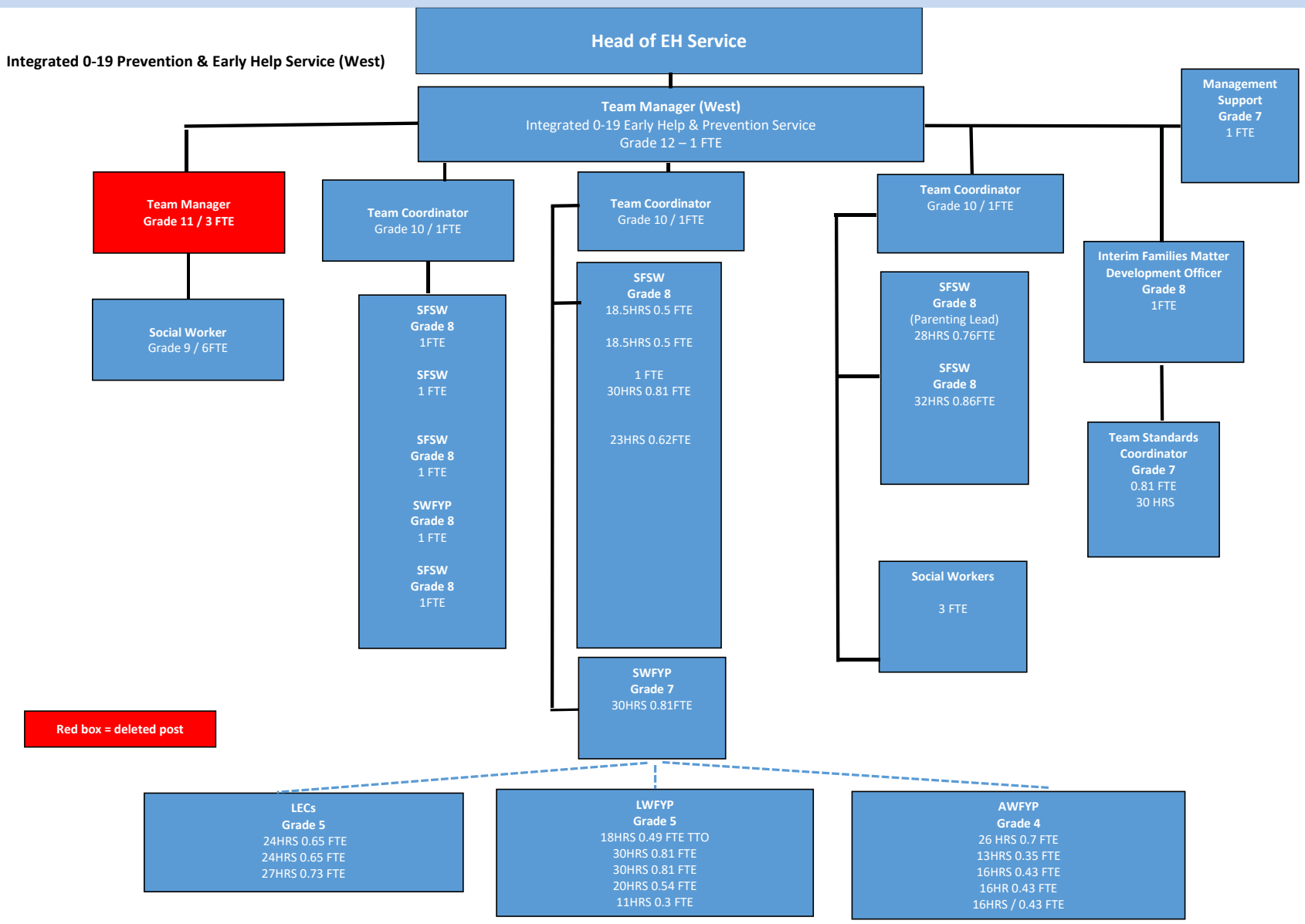


# Early Help Service - current structure Central



Red box = deleted post

# Early Help Service - current structure West



## 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.

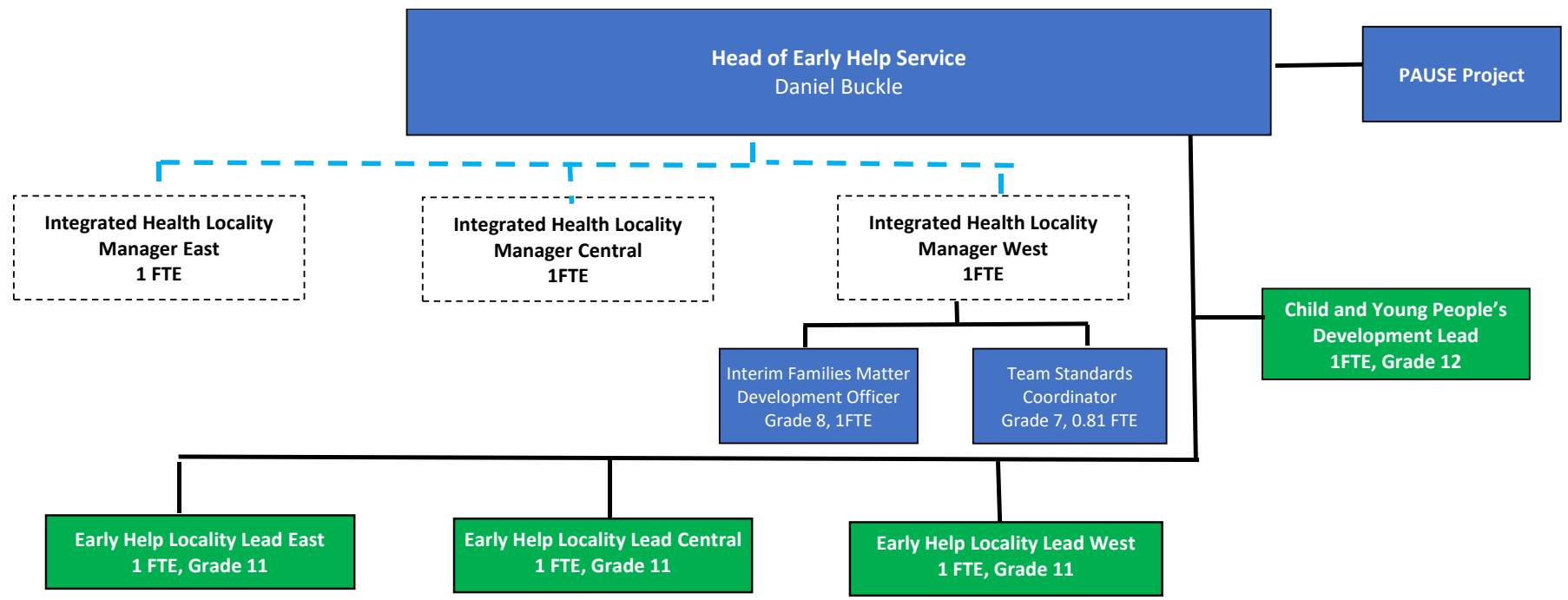
## Deleted posts

- 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

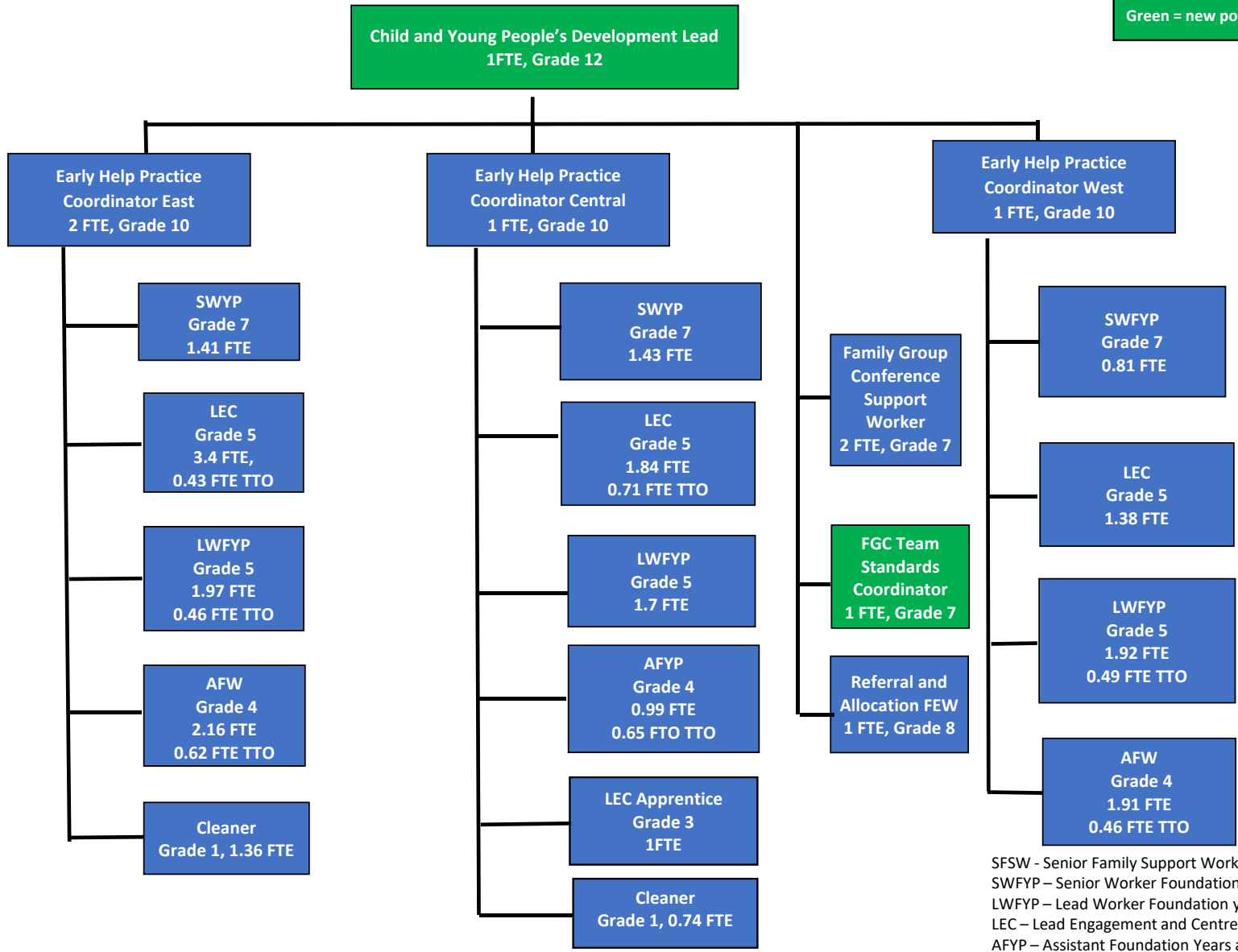
# Early Help Service - proposed management structure



Green = New post

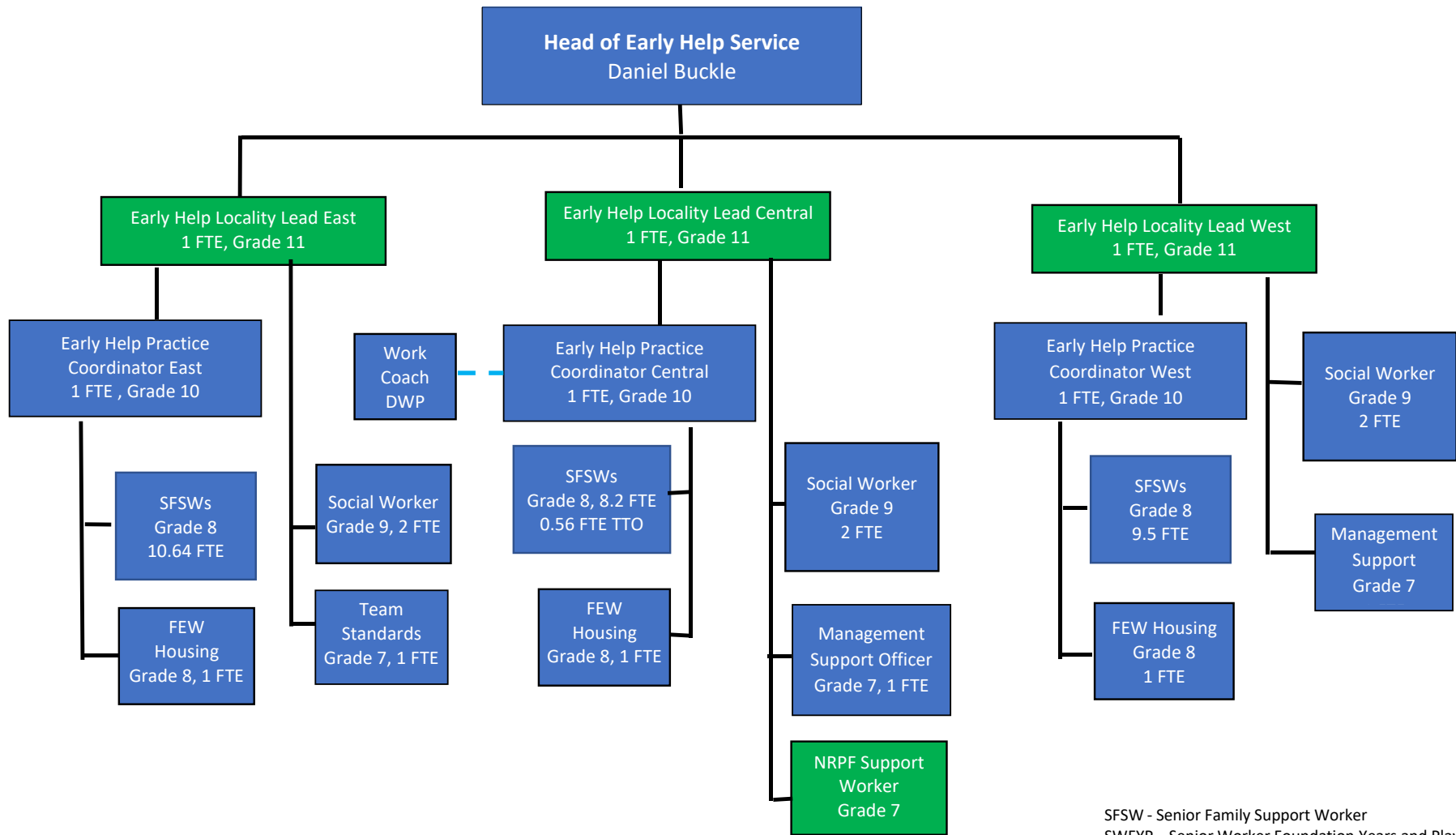
# Early Help Service - proposed structure Family Hubs

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

# Early Help Service - proposed structure case holding



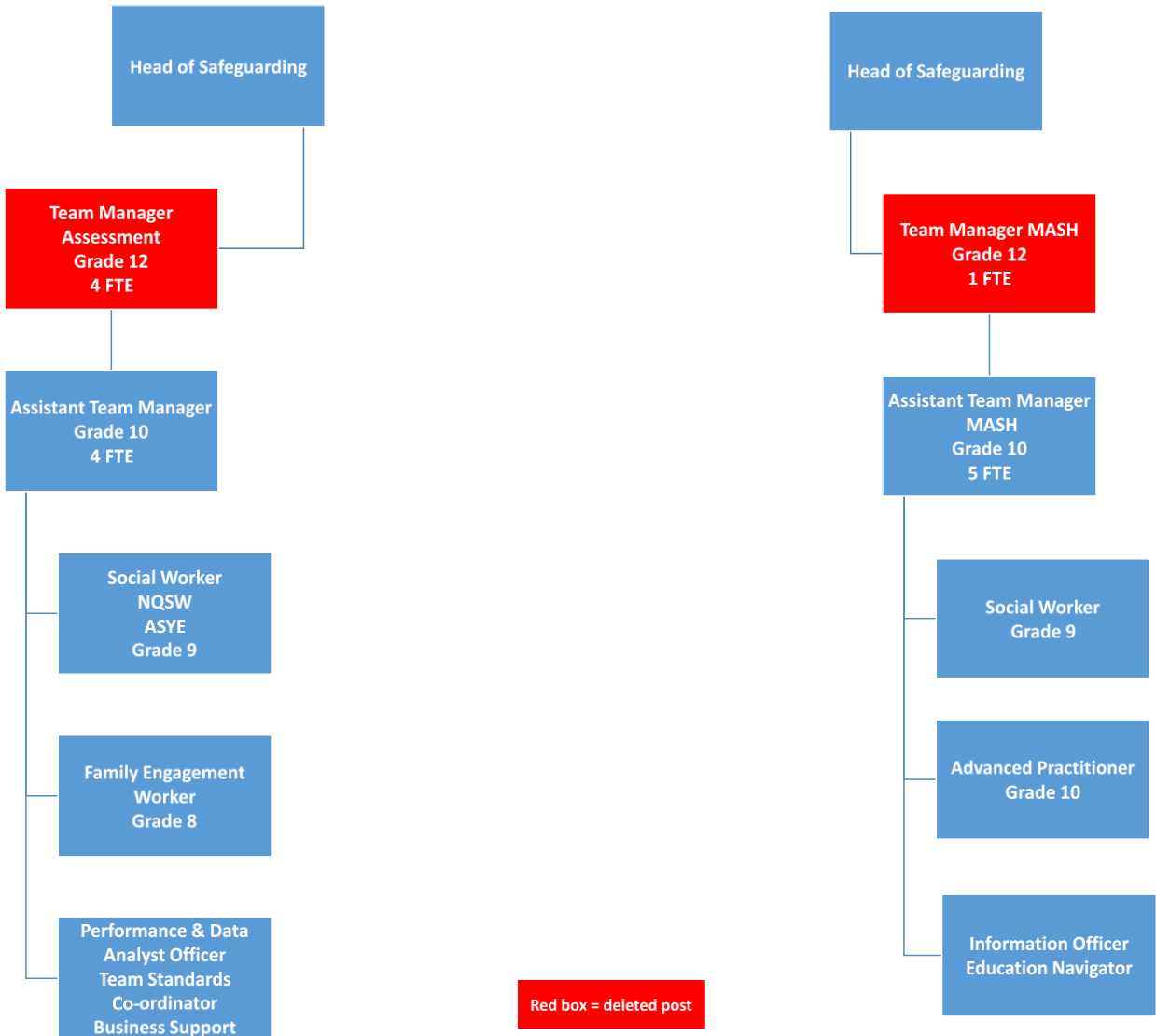
Green = new post

SFSW - Senior Family Support Worker  
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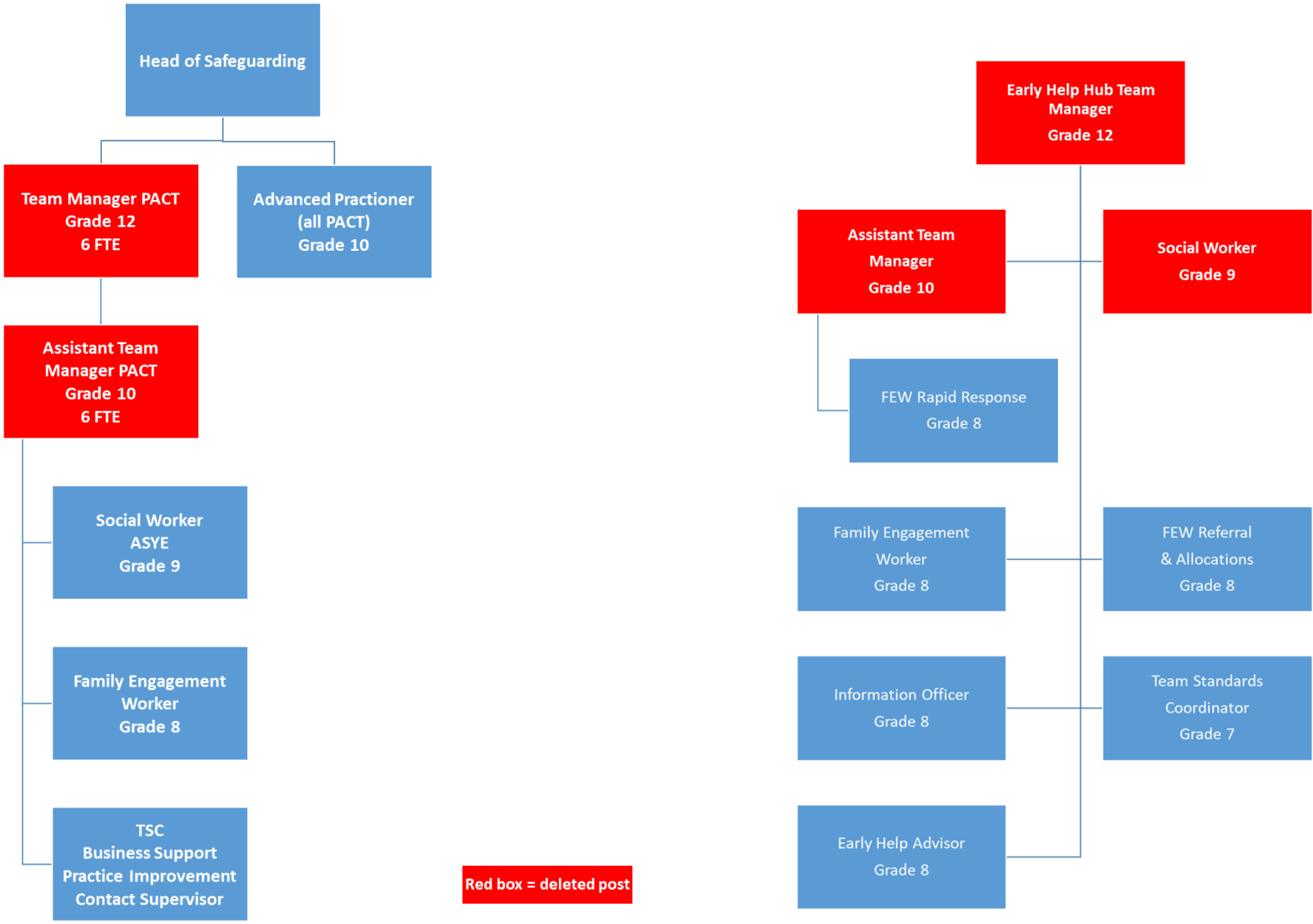
# Safeguarding



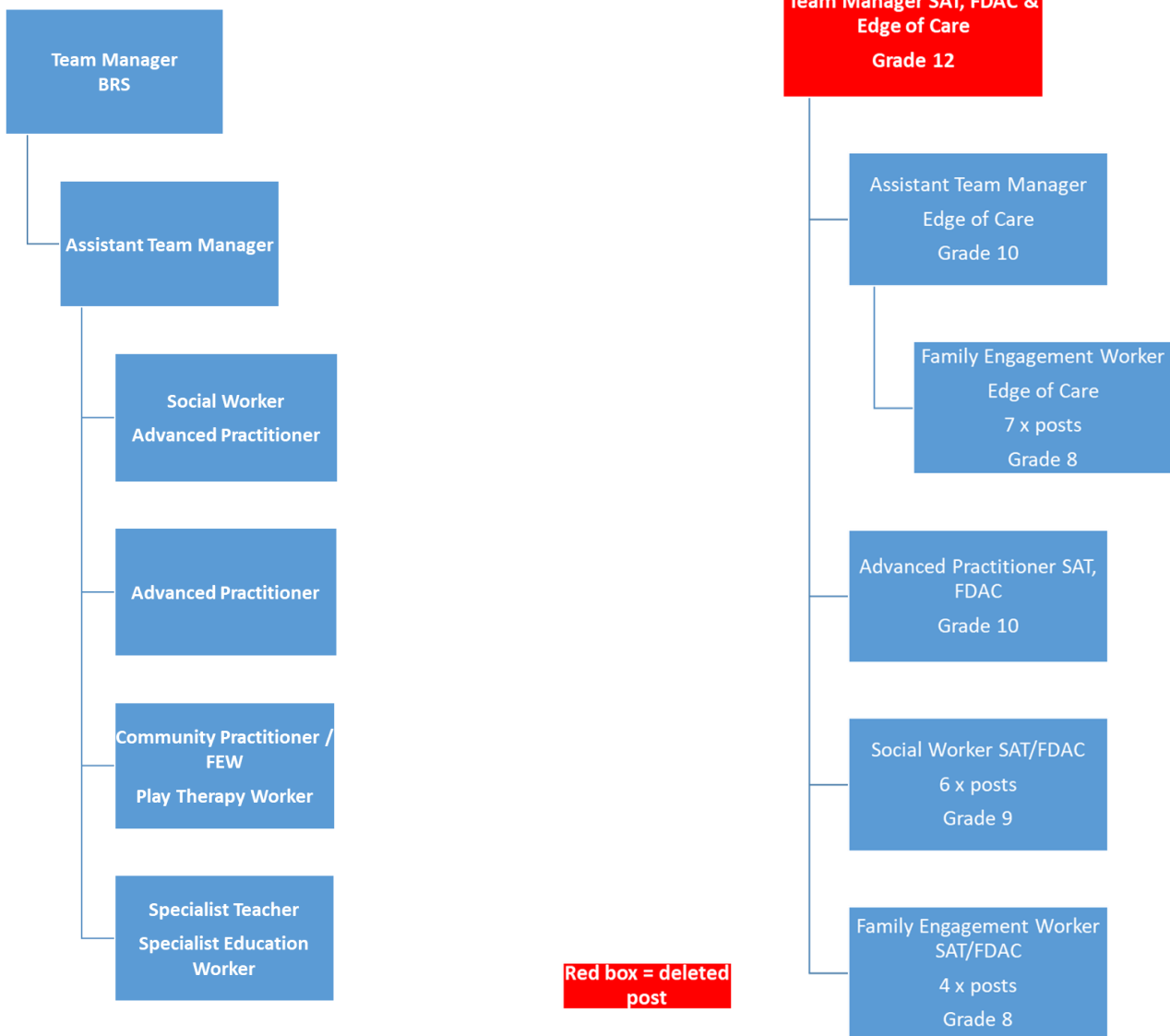
# Safeguarding - current structure



# Safeguarding - current structure



# Integrated services - current structure



## 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

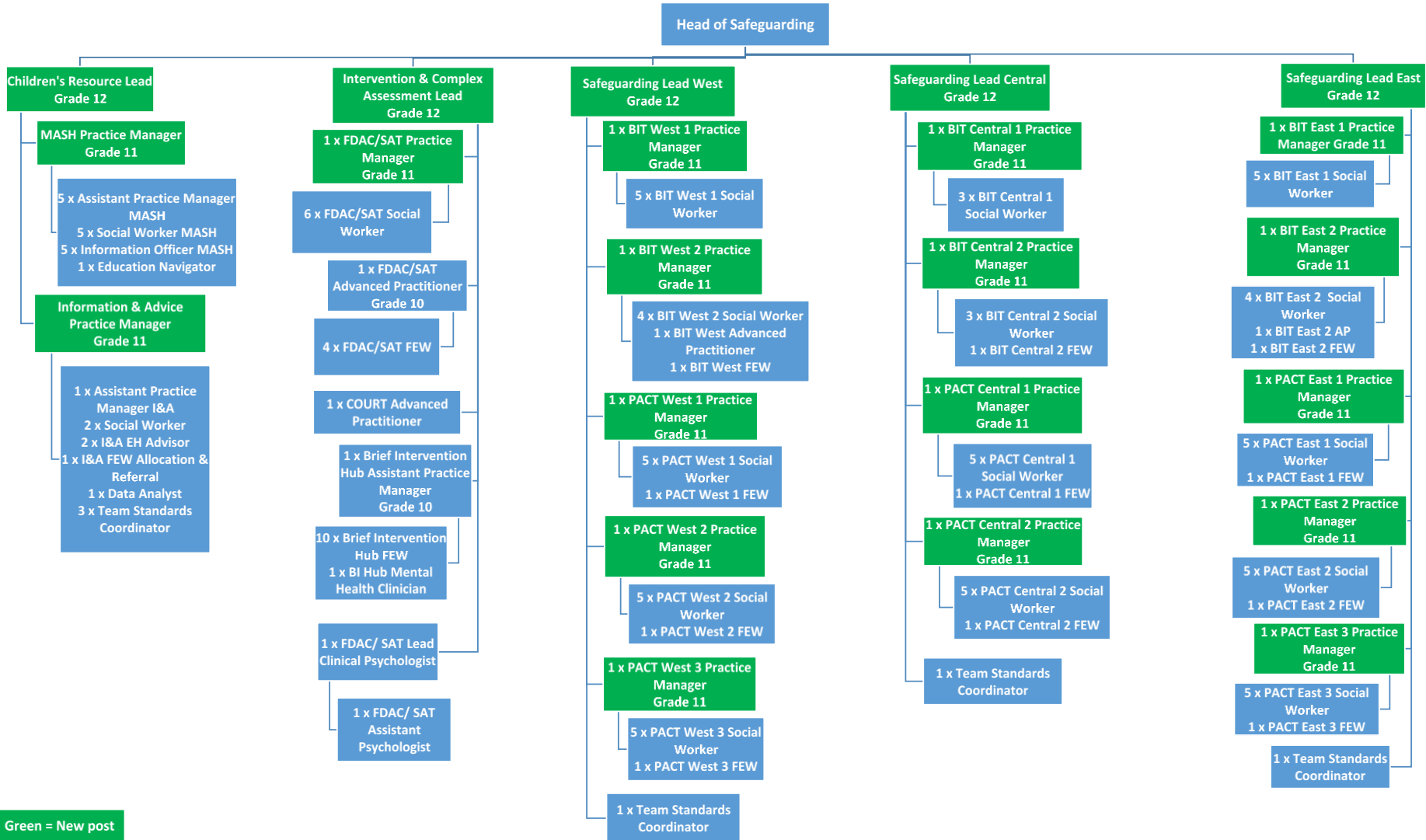
## Deleted posts

- 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

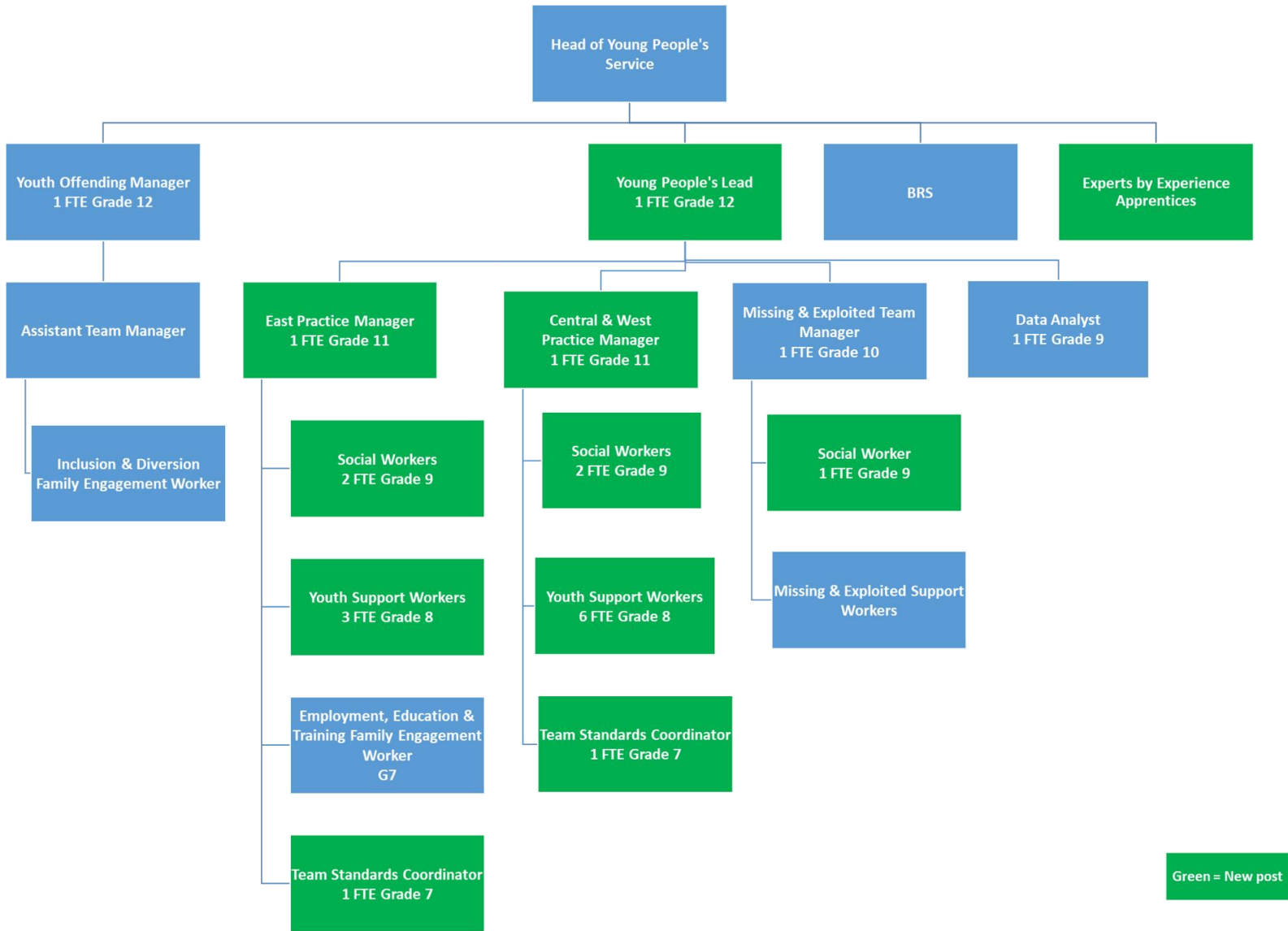
## Deleted posts

- 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)

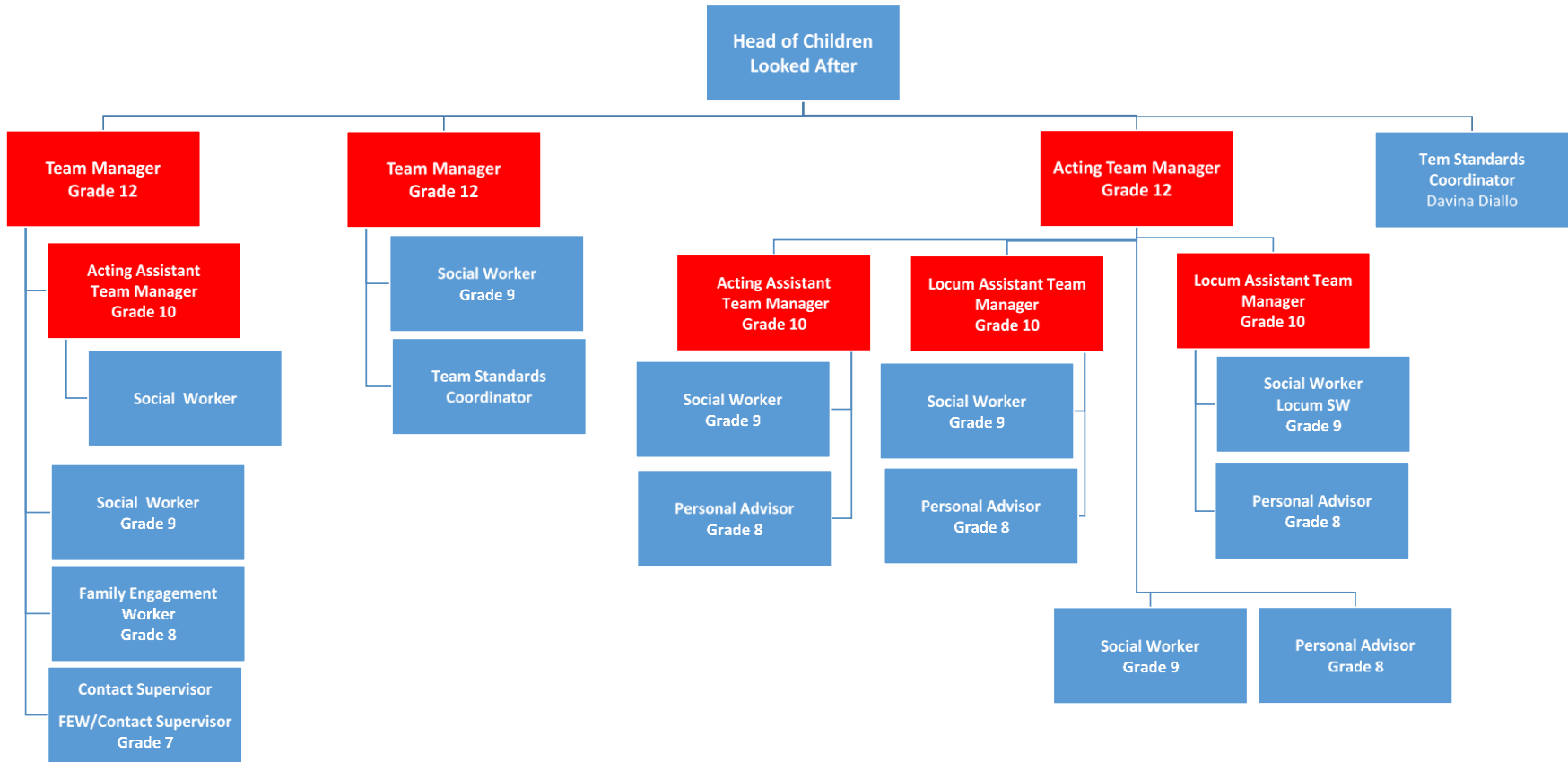
# Young People's Service - proposed structure



Green = New post

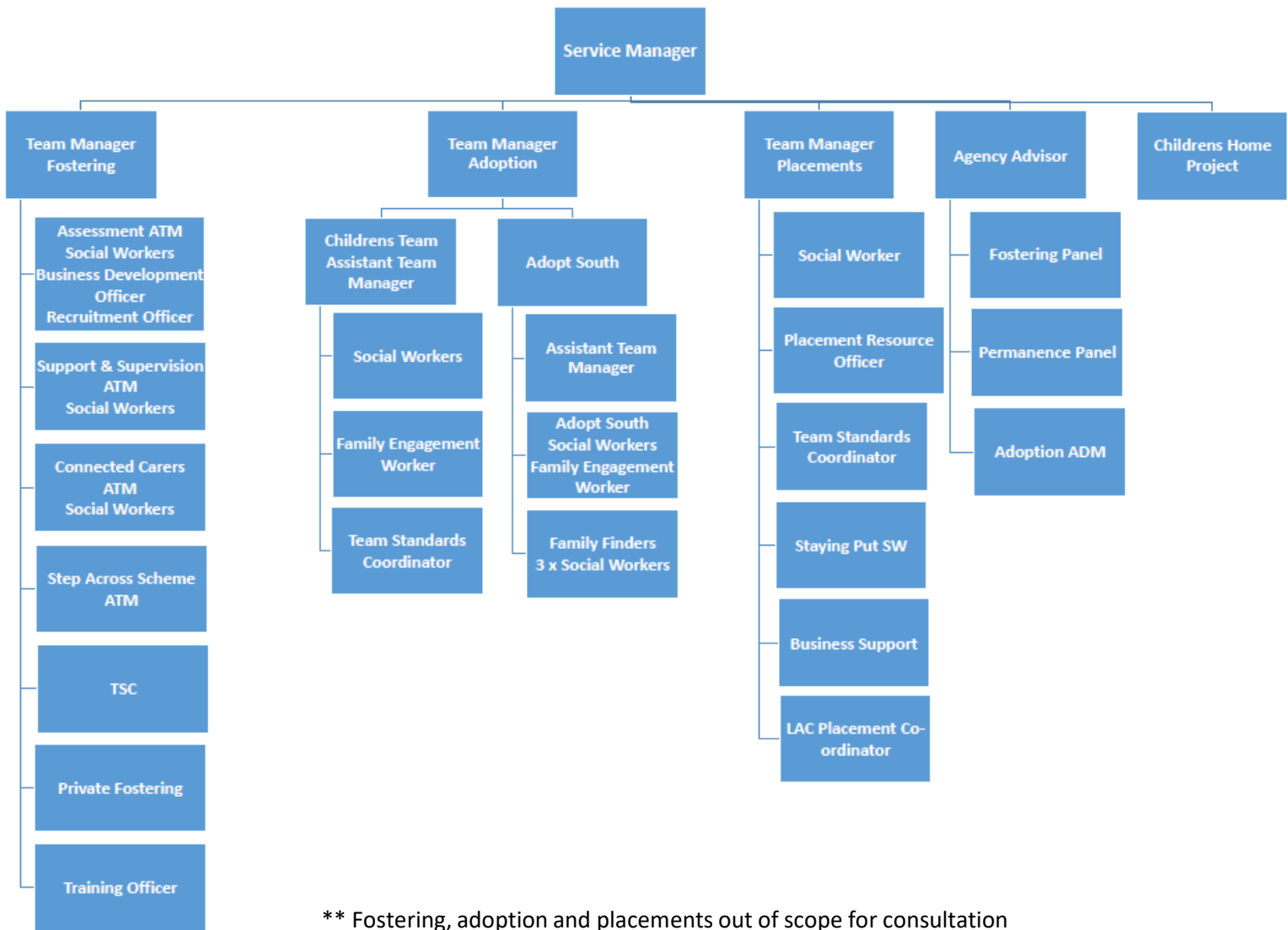
# Children Looked After and Permanency

# Children Looked After and Permanency - current structure



Red box = deleted post

# Children Looked After and Permanency - current structure



\*\* 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

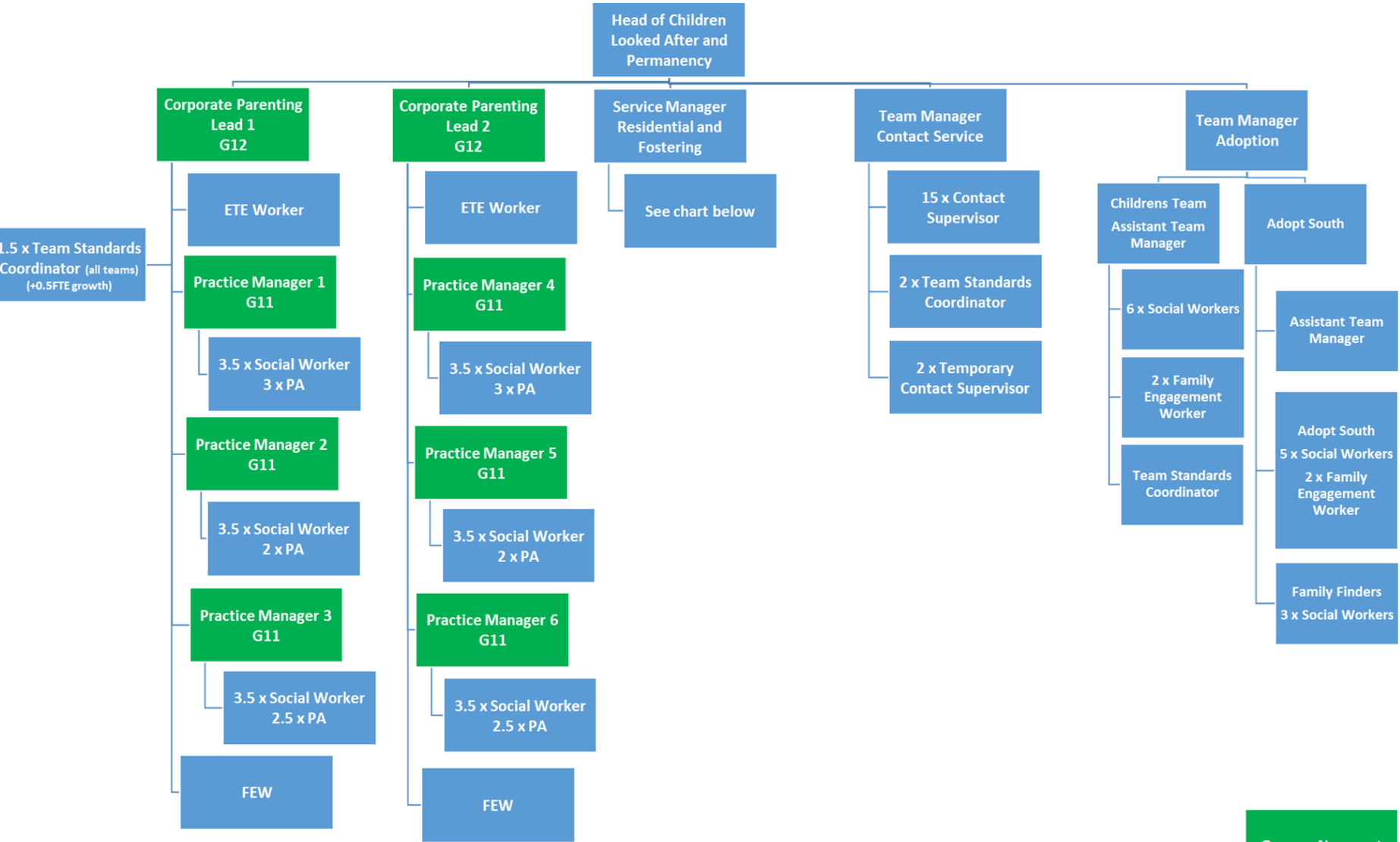
- 3 FTE Team Manager LAC and Pathways
- 4 FTE Assistant Team Managers

## New posts created

- 2 FTE Corporate Parenting Leads
- 6 FTE Practice Managers



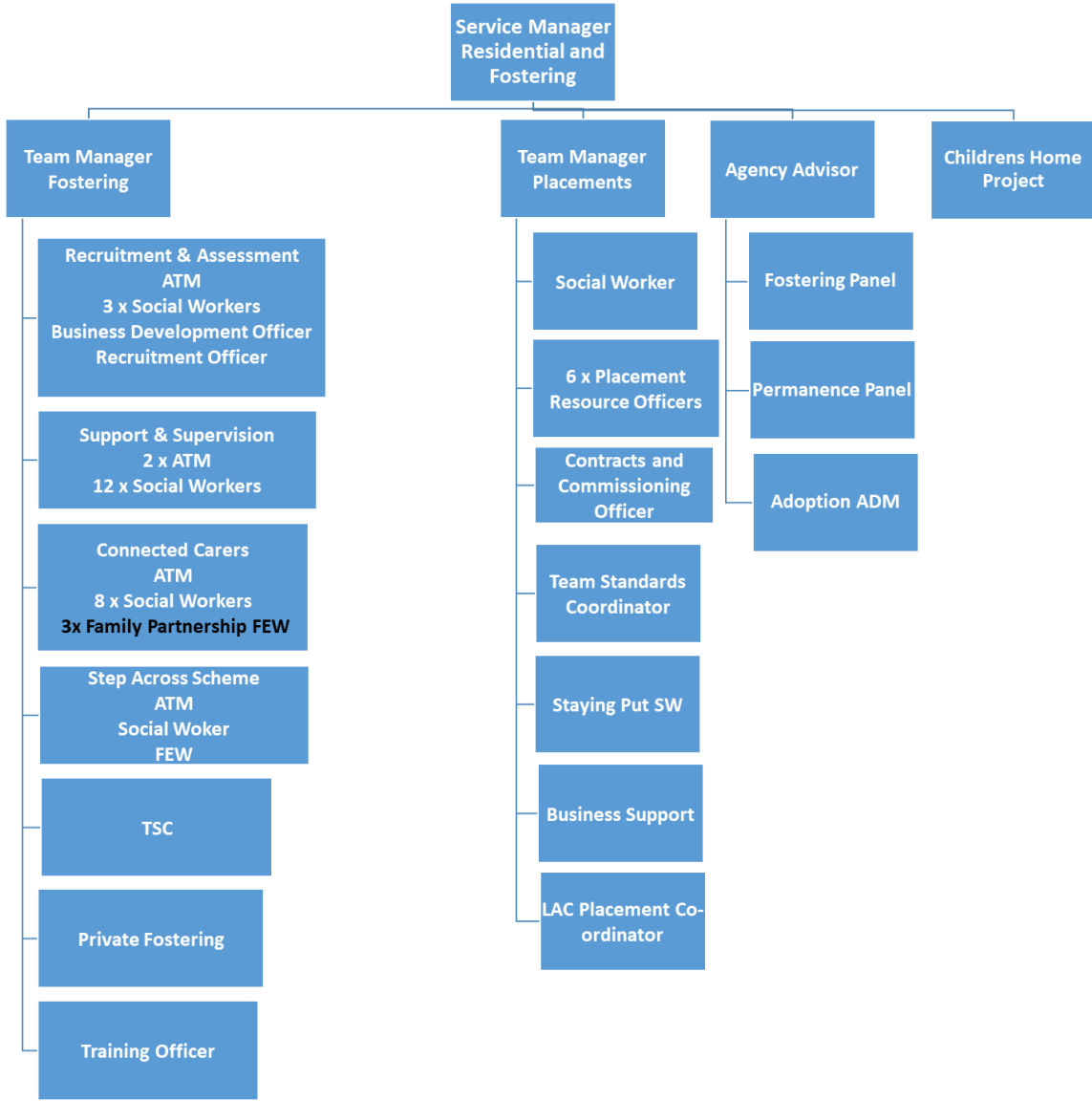
# Children Looked After and Permanency - proposed structure



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

Green = New post

# Children Looked After and Permanency - proposed structure





# 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.

**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 19<sup>th</sup> 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.

# 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 22<sup>nd</sup> 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 26<sup>th</sup> November 2021.
- We don't anticipate any compulsory redundancies and will work with you and Trade Union representatives to avoid this.

# 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 15<sup>th</sup> October 2021 using the standard template form available on Staff Staff Restructure Page and return to Mandy Cottrell, HR Business Partner.
- 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 22<sup>nd</sup> 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 29<sup>th</sup> 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

# Summary – next steps

- Consultation starts today 6<sup>th</sup> October 2021, and will run until 19<sup>th</sup> 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 15<sup>th</sup> October 2021
- Any claims for natural succession (if not identified already) must be submitted to your line manager by 22<sup>nd</sup> October 2021
- The intention is to confirm final proposals week commencing 22<sup>nd</sup> November 2021 and undertake recruitment from 26<sup>th</sup> 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](mailto:RestructureConsultationFeedback@southampton.gov.uk)

**Any questions?**