

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>			
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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