


DECISION-MAKER:	CHILDREN AND LEARNING SCRUTINY PANEL
SUBJECT:	BUILDING FOR BRILLIANCE
DATE OF DECISION:	23 NOVEMBER 2023
REPORT OF:	EXECUTIVE DIRECTOR, CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
Executive Director	Title	Executive Director Children and Learning	
	Name:	Rob Henderson	Tel: 023 8083 4899
	E-mail	robert.henderson@southampton.gov.uk	
Author:	Title	Head Of Quality Assurance	
	Name:	Stuart Webb	Tel: 023 8083 4102
	E-mail	stuart.webb@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY	
BRIEF SUMMARY	
This item outlines how Southampton's Children and Learning Service is continuing its improvement journey, after the Ofsted, 'Good with Outstanding Leadership' inspection judgement in June 2023.	
RECOMMENDATIONS:	
	(i) That the Panel note the revised service improvement arrangements.
REASONS FOR REPORT RECOMMENDATIONS	
1.	The Children and Families Scrutiny Panel provides support and challenge in relation to the service's improvement journey and financial stability.
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED	
2.	Not applicable
DETAIL (Including consultation carried out)	
3.	After Southampton's Inspection of Local Authority Children's Services (ILACS) in 2019 and Ofsted's 'requires improvement' judgement, the Children and Learning Service created an improvement board which had oversight of its improvement activity. In July 2023, after the 'Good with Outstanding Leadership' ILACS judgement the improvement board was disbanded.
4.	Service improvement is now overseen by the Building for Brilliance Board. Formerly, this board coordinated the service's Destination 22 service redesign. It now focuses on six core priorities, which service data and intelligence tells us will make the most difference for children and families, create a sustainable service for the future and successfully address the following core challenges:

	<ul style="list-style-type: none"> • Statutory demand remains high, including the number of children in care • Budget situation – increasingly challenging • Sufficiency – fostering and residential • Many of our social workers and first line managers are inexperienced.
5.	<p>The Building for Brilliance priorities are:</p>  <p>The infographic features a central blue header with a brick icon and the text: "Building for Brilliance; Building for Sustainability; Building for Families, with Families". Below this are six horizontal bars, each with an icon and a text box:</p> <ul style="list-style-type: none"> Red bar: Icon of a stopwatch. Text: "Ensure that children get the right support at the right time, meeting need early, reducing demand and spend on statutory services" Green bar: Icon of a location pin. Text: "Develop strong, vibrant localities where families can receive the help they <u>need</u> and practitioners can share their knowledge and expertise" Purple bar: Icon of a family. Text: "Support children to remain within, or return to, their birth families, seeking out and reuniting family members, reducing care costs and freeing up placements for other children." Light blue bar: Icon of a house with a heart. Text: "Promote permanence and placement stability, creating strong forever families and reducing increasingly costly alternatives" Orange bar: Icon of a person with a checklist. Text: "Build a permanent, stable, energised workforce, increasing consistency for children and reducing agency spend" Dark blue bar: Icon of a circular arrow. Text: "Embed our practice framework and practice standards across the whole service, doing the basics brilliantly and being ambitious in our practice expectations"
6.	<p>The terms of reference for the board and the draft improvement plan are appended for the Panel’s attention. The improvement plan has been developed with the support of our Department for Education advisor. The service was allocated an advisor when it was ‘requiring improvement’ and advocated to keep this support for the full term (until the end of March 2024) so that we have a continued focus on improvement.</p>
7.	<p>The Building for Brilliance Board oversees the quality of practice and its performance against key service delivery and finance indicators and priorities. Sitting beneath the board is a mature quality assurance and performance framework. Appended for the Panel’s attention are:</p> <ul style="list-style-type: none"> • An example of a finance report presented to board (the performance report mirrors the performance information presented to the Panel) • An example assurance clinic report • An example audit report. <p>Every two months, the board has oversight of the delivery plans for the service’s cost reduction targets.</p>

8.	<p>The following projects form part of the Building for Brilliance Programme:</p> <ul style="list-style-type: none"> • Family Safeguarding Model: A project to implement the Family Safeguarding Model, a whole family approach to working with children and families which supports parents to create sustained change for themselves and for their family. • Childrens Residential Homes: A project to create long term residential children's homes including gaining capital budget to secure children's homes to provide long term care (refurb or new build), to recruit and train staff and transfer children to the homes. <p>Other projects/ areas of work that are overseen by the Building for Brilliance board are:</p> <ul style="list-style-type: none"> • Family Hubs: A project to launch the Family Hubs model in Southampton, building upon the existing Sure Start infrastructure, according to the Family Hubs and Start for Life programme guide and associated funding. • Amazon Translate pilot: A project to implement 'Amazon Translate', a new translation system within the Children and Learning Service to reduce costs and time on the translating of documents from English to other languages for residents in the city. • Rapid Service Redesign/ Business support review: the Children and Learning component of the corporate rapid service redesign. <p>The service can provide more detailed updates on any of these areas, upon request.</p>
RESOURCE IMPLICATIONS	
<u>Capital/Revenue</u>	
9.	The service has a £600k cost reduction target for its rapid service redesign. The residential project progress and investment is reviewed through Capital Board.
<u>Property/Other</u>	
10.	The residential project progress and investment is reviewed through Capital Board.
LEGAL IMPLICATIONS	
<u>Statutory power to undertake proposals in the report:</u>	
11.	Children Act 1989 Guidance and Regulations Volume 2: care planning, placement and case review and The Children Act 1989 Guidance and Regulations Volume 3: planning transition to adulthood for care leavers.
<u>Other Legal Implications:</u>	
12.	N/A
RISK MANAGEMENT IMPLICATIONS	
13.	The projects and change team supports the oversight and risk analysis of the Building for Brilliance project workstreams.
POLICY FRAMEWORK IMPLICATIONS	

14.	The 2022-2030 Corporate Plan includes, as one of its four goals, strong foundations for life where people are able to access and maximise opportunities to truly thrive, Southampton will focus on ensuring residents of all ages and backgrounds have strong foundations for life.
-----	---

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All
<u>SUPPORTING DOCUMENTATION</u>	
Appendices	
1.	Terms of reference
2.	Finance report
3.	Draft Improvement Plan
4.	Sample assurance clinic report
5.	Sample audit report

Documents In Members' Rooms

1.	NA
----	----

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.	N/A