

Family Help – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|---|---|--|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Families access early help services at the earliest opportunity. | <ul style="list-style-type: none"> Statutory intervention only when necessary. | <ul style="list-style-type: none"> Statutory social work intervention is consistent with statistical neighbour averages, or better. |
| Priority 2: Localities | <ul style="list-style-type: none"> Ensure Family Help teams are based in the communities where highest need is identified. | <ul style="list-style-type: none"> Services delivered closest to where families live. | <ul style="list-style-type: none"> Increasing ratio of non-statutory, relative to statutory intervention. |
| Priority 3: Reunification | <ul style="list-style-type: none"> Identify extended family members and networks of support to ensure children remain with their families wherever possible. | <ul style="list-style-type: none"> Families and communities are empowered to support themselves without the need for SCC input. | <ul style="list-style-type: none"> 80% of families open to service have cultural genograms. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Early attachment/support for families before issues escalate. | <ul style="list-style-type: none"> Increase breadth/range of evidence-based group work to deliver positive attachment with babies. | <ul style="list-style-type: none"> 10% increase in group activity focusing on first 1001 days. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Embed Systemic practice while maintaining 90% permanent workforce and 0% agency use. | <ul style="list-style-type: none"> Practice is systemically informed/strengths based with monthly group supervision. | <ul style="list-style-type: none"> 10 systemic group supervision sessions per team/year. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Compliant assessments, visiting and supervision. Clinical Leads in strategic places. | <ul style="list-style-type: none"> Positive relationships/robust management oversight of risks/plans. | <ul style="list-style-type: none"> All relevant KPIs are met and tracked on PowerBi. |

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Family Safeguarding – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|---|---|--|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Family Safeguarding and Family Help to establish the right transfer points for children to move into Family Safeguarding. Parents receiving specialist support for adult workers to meet their needs. | <ul style="list-style-type: none"> Children in need of Family Safeguarding services are receiving them at the right time to manage risk effectively and to keep children in their birth families. Parents will receive support for their domestic abuse, substance or alcohol use and/or mental health needs. | <ul style="list-style-type: none"> Auditing & data - Less children coming in care & less children in CP plans and care proceedings We will have specialist workers embedded across all of the teams. |
| Priority 2: Localities | <ul style="list-style-type: none"> Reduce % of mixed ethnicity children in CP planning. | <ul style="list-style-type: none"> Relevant services are offered to children and families from different ethnic backgrounds. Families & communities are empowered to support themselves without the need for SCC input. | <ul style="list-style-type: none"> Safeguarding has strong understanding of diversity. 85% of families open to service have cultural genograms. |
| Priority 3: Reunification | <ul style="list-style-type: none"> Service Managers Panel/Legal Planning meetings require Cultural Genograms. Work with extended family networks to keep families together Assessments/planning with family/friends network (incl. non-resident parents). | <ul style="list-style-type: none"> Creative/effective use of resources to keep families together whenever achievable. An increase in referrals to Kinship Care team for family Group conferences. | <ul style="list-style-type: none"> Audit shows strong completion of cultural genograms. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Permanence is achieved for all children living away from their birth families. | <ul style="list-style-type: none"> Protective/sustainable permanence planning systems. Strong committed relationships with carers/support networks. | <ul style="list-style-type: none"> Monitor private fostering action plan to demonstrate consistent good practice. 80% of cases good/outstanding. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Embed good quality reflective supervision. Embed multi-professional group supervision in safeguarding teams. | <ul style="list-style-type: none"> Increased reflective group supervision/6 weekly supervision for support staff audits. Maintain average caseloads per primary case holder. Reduce staff reaching trigger point for short/long term absences/decrease vacancies and agency staff. | <ul style="list-style-type: none"> Evidence of group reflective supervision delivered by 90% of the managers, measured via audit activity. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Embed Family Safeguarding Model (FSM). Promote Systemic Practice; solution focused interventions, staff trained in FSM/Motivational Interviewing. | <ul style="list-style-type: none"> FSM launched. Reduction in children in care, sustainable outcomes/fewer repeat CP plans, positive feedback from parents. | <ul style="list-style-type: none"> Audit and family feedback shows impact of the Family Safeguarding Model. |

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Young People – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|---|--|--|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Preventative services to build resilience in young people, families and local system. | <ul style="list-style-type: none"> Reduce exploitation, enable learning/maintain positive family relationships. Reduce school exclusions/disproportionality in criminal justice system. | <ul style="list-style-type: none"> 20% more CYP supported via prevention. 25% less CYP serving custodial sentences. 10% less CYP statutory Youth Justice Interventions. 25% less CYP having 3+ rounds of ROTH planning. 5% decrease of first-time entrants to Youth Justice System. |
| Priority 2: Localities | <ul style="list-style-type: none"> Maintain 3 Team Around the School Partnerships to improve coordination/communication. | <ul style="list-style-type: none"> Earlier effective response, reduced statutory social workers. TAS to have dynamic 'SMART Action Plans'. | <ul style="list-style-type: none"> 15% reduction of referrals to statutory social workers services from schools involved in TAS. |
| Priority 3: Reunification | <ul style="list-style-type: none"> CYP successfully/safely live within family/friends network. | <ul style="list-style-type: none"> Intensive Support and Supervision (ISS) instead of custody. Safe family solutions created/enabled for CYP impacted by exploitation. | <ul style="list-style-type: none"> CYP remain/enter care for >21 days is rare. ≤2 CYP p/a enter care after custody. CYP supported to live with family/friends. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Develop 'Building Bridges' within ICAS to enable placement support/foster care stability. ICAS resources to support reunifications. Building Bridges to provide 'Edge of Care' intensive support service to children aged 7 to 13. | <ul style="list-style-type: none"> Fewer children enter residential care, more resilient Foster placements and coordinated reunifications. Intensive support for families with children aged 7 –13 where there is a risk of entry to care. | <ul style="list-style-type: none"> 20% fewer CYP enter residential care p/a as a result of foster care disruption. 2.5% fewer Children of Care as result of effective reunifications approach. 35% p/a reduction in 7–13-year-olds entering care as a result of 'Edge of Care' work. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Evaluate YPS against national best practice/statistical neighbours. Evidence-based practice/reflective supervision for every response. | <ul style="list-style-type: none"> Small team with manageable caseloads meeting CYP needs with Systemic Practice embedded/evidenced. Case holding by otherwise qualified staff will be embedded/evaluated. | <ul style="list-style-type: none"> 10% improvement in staff turnover trend. 2 of YPS team undertake accredited Systemic Practitioner Training. Max caseload of 12 for practitioners in YJS and YPS. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Establish best practice managing risks outside the home and significant harm. | <ul style="list-style-type: none"> Increase ROTH conferences, respond to risk connected to peer groups, places/spaces. Missing pod to reduce missing episodes. Vulnerable adolescents will be responded to with a coherent approach. | <ul style="list-style-type: none"> 25% of ROTH conferences to focus on peer groups/places/spaces, rather than CYP. Interconnectivity between ROTH, Systemic Practice & Focused Deterrent. 25% less CYP having 3+ rounds of ROTH planning. 10% less CYP high risk CERAFs. 15% less missing episodes p/a. 20% less CYP have 3+ missing episodes in 90 days. |

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Pathways Through Care Service Delivery Plan – Care Leavers (CL)

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|--|---|---|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Personal Assistant (PA) to be allocated at 16 years of age. Pathway plans to be informed by YP & include their views. NEET/EET panel to be attended. | <ul style="list-style-type: none"> Good joined up working between PAs & social workers to plan for transition & EET post 18. Young people's independence skills will be improved. More CL to be in employment. | <ul style="list-style-type: none"> All young people to be allocated PA at 16 years. Improved needs analysis for accommodation and EET plans post 18. Reduced NEET figures. Case summaries at the point of transfer & kept updated. |
| Priority 2: Localities | <ul style="list-style-type: none"> Hub drop-in days to continue with themes from partner agencies. Work between PAs & social workers to offer support to CYP. | <ul style="list-style-type: none"> Collaborative working within the service & partner agencies. CL feel supported & know where to access support including if on extended offer. | <ul style="list-style-type: none"> Calendar of participation events in place for 2025. CL & PAs attending hub regularly. Quarterly newsletter to CL. |
| Priority 3: Reunification | <ul style="list-style-type: none"> Chronologies update 3 monthly. Team around the CL to be developed. | <ul style="list-style-type: none"> CL to know about their life story. PA's to be familiar with the narrative. CL to be supported to develop support network. | <ul style="list-style-type: none"> Chronologies & genograms completed. 2 workshops to be completed developing team around the CL. |
| Priority 4: Permanence & Stability | <ul style="list-style-type: none"> Independence skills workshops & staff to be qualified in ASDAN. Staying Connected offer. | <ul style="list-style-type: none"> CL to have independence skills. Care Leavers be in suitable accommodation for their level of need & more local and closer to families. | <ul style="list-style-type: none"> CL to participate in workshop events & achieve ASDAN qualifications. Number of Care Leavers in unsuitable accommodation to reduced. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Manageable caseloads. Training of staff to build knowledge. | <ul style="list-style-type: none"> PAs to attend training to increase their skills & knowledge. | <ul style="list-style-type: none"> High number of visits to CL, recordings demonstrate positive relationships. Team away day for PA's. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Reflective teams embedded. Guidance on practice for consistent approach. CL Forum to take place regularly. | <ul style="list-style-type: none"> Knowledge & skills to be developed by PAs. Stable workforce so CL have consistent relationships. | <ul style="list-style-type: none"> Audit activity showing increase in 'good' & 'outstanding' grading. Positive feedback from Care Leaver. Monthly Care Leaver Forum in place. |

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Quality Assurance – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|---|---|---|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Increase partnership awareness and confidence in applying local thresholds. | <ul style="list-style-type: none"> Children and families benefit from proportionate responses to their level of need. | <ul style="list-style-type: none"> Regular partnership audits; with >80% graded good or outstanding for quality of referral/ decision making. |
| Priority 2: Localities | <ul style="list-style-type: none"> Develop more sophisticated data on the needs of communities. | <ul style="list-style-type: none"> Improved partnership understanding of the levels and types of need within specific localities. | <ul style="list-style-type: none"> A data profile updated every six months, for each separate locality identified as 'high need'. |
| Priority 3: Reunification | <ul style="list-style-type: none"> IROs ensure plans for reunification, Step Across or children's care are tracked robustly. | <ul style="list-style-type: none"> Children's care plans progressed more swiftly as a result of more effective management oversight. | <ul style="list-style-type: none"> IRO case notes which will evidence oversight. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> IROs ensure that care plans consider how children's needs are met, that permanency plans are clear and that contingency plans are in place for potential disruptions. | <ul style="list-style-type: none"> Stable placements with reduced breakdowns through better matching of children with carers, less crisis intervention and children being moved only in a planned way. | <ul style="list-style-type: none"> Reduced placement moves, stability performance better than statistical neighbours' average. Children have a plan for permanence recorded at their second review. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Embed extended two-year ASYE 'make the difference' graduate programme, incorporate additional support/case load monitoring for those in their first-year post ASYE. | <ul style="list-style-type: none"> SW more likely to stay in Southampton and deliver good practice; children benefit from long lasting and effective relationships. | <ul style="list-style-type: none"> Retention of social workers past their 12-month official ASYE term will increase by 15%. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> CPC chairs will act as system leaders for Family Safeguarding Model (FSM) implementation. | <ul style="list-style-type: none"> Core groups will be supported to apply FSM to their work with children who meet the CP threshold. | <ul style="list-style-type: none"> 80% of FSM cases that are audited are judged to be good or outstanding. |

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JIGSAW (Children with Disabilities - CWD) – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|--|---|---|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Clear Criteria for Jigsaw focusing on disability related needs. Criteria for Jigsaw to be shared with CRS and wider service teams. | <ul style="list-style-type: none"> Timely holistic assessment which considers the child's disability related needs and careful consideration of needs, risks and services. | <ul style="list-style-type: none"> Reduction in children hitting crisis point as right services will be implemented. Strong multi-agency planning. |
| Priority 2: Localities | <ul style="list-style-type: none"> Jigsaw Team Managers will be linked to a locality to promote locality working & relationships within Family Help & Family Safeguarding. Jigsaw to offer training sessions to wider teams about on short breaks. Jigsaw to make stronger links with specialist Schools. | <ul style="list-style-type: none"> Better relationships and understanding of service delivery. Continue to promote right service, right time. | <ul style="list-style-type: none"> Family Help & Family Safeguarding have a better understanding of short breaks offer within Southampton. The right children accessing targeted & specialist short breaks offer. |
| Priority 3: Reunification | <ul style="list-style-type: none"> Permanency plans reviewed monthly. Reunification/stronger family ties for all children open to Jigsaw. | <ul style="list-style-type: none"> Where appropriate children are identified earlier for step across, reunification or to stay with extended family using family group conferences with effective resources to review plans. | <ul style="list-style-type: none"> Demonstrate use or consideration of family group conferences. Evidence use of cultural genograms and Permanence Panel. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Children and YP are promoted to live comfortably and safely in their homes, where their dignity and independence is promoted. | <ul style="list-style-type: none"> Review short breaks statement. Family Practitioners offering targeted direct work to promote stability. Children are accessing specialist short breaks & timely multi agency support. | <ul style="list-style-type: none"> Children would be supported to remain in their families wherever possible & those in care will have permanence planning reviews. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Ensure OT service is correctly staffed. | <ul style="list-style-type: none"> Stable OT services appropriately staffed- Maintain staff retention within the Jigsaw service, 10% trend in staff turnover improvement. Maintain permanent social work staffing in Jigsaw. | <ul style="list-style-type: none"> Staff to have access to regular reflective supervision for staff, further celebration of Good and Outstanding practice. Agency numbers within the service to be fully reduced. Senior social worker to offer regular peer mentoring and support. Stable and Perm OT services appropriately staffed. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Support wider service knowledge of responsibilities & best practice. Voice of child – best practice in hearing the voice of children with complex & communication needs. | <ul style="list-style-type: none"> Teams across children's services will record outstanding direct work & skills in eliciting the child's voice. | <ul style="list-style-type: none"> Audit activity which will demonstrate consistently high quality direct work. Using the voices of children and families to improve our service. |

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Fostering – Service Delivery Plan

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
|--|--|--|---|
| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Regular and supportive supervision for foster carers and proactive responses to placement support. | <ul style="list-style-type: none"> Carers will feel supported and trust the support provided from children and families services. | <ul style="list-style-type: none"> 95% of mainstream and connected foster carers to have reflective supervision every 6 weeks. |
| Priority 2: Localities | <ul style="list-style-type: none"> Skilled foster carers in the local area who are able to meet the needs of our children. | <ul style="list-style-type: none"> Children will be placed close to their families to maintain identity and regular family time. | <ul style="list-style-type: none"> More children living in/near Southampton with in-house foster carers (within 20 mile radius). |
| Priority 3: Reunification | <ul style="list-style-type: none"> Carers to be included in reunification planning and to feel confident in reunification processes. | <ul style="list-style-type: none"> Carers will be confident to support children return to their family or naturally connected people where possible. Clear plans/ timescales for assessment development. | <ul style="list-style-type: none"> Percentage of children leaving care via planned reunification is improved. 80% of mainstream foster carers to have completed reunification training. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Build on existing recruitment/ retention strategy for foster carers. Work with regional partners to launch Mockingbird Model. | <ul style="list-style-type: none"> Increased number of fostering households. | <ul style="list-style-type: none"> Reduced placement moves and stability performance better than statistical neighbours. First Mockingbird constellation will be live. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Performance management culture with shared vision/goals. | <ul style="list-style-type: none"> Increase management oversight and improvement in timeliness of support offered to carers. | <ul style="list-style-type: none"> Increase across all KPIs on fostering dashboard. (Aim for 95%). Stability across workforce. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Establish best practice – clear and consistent processes and policies to be embedded | <ul style="list-style-type: none"> Foster carers to feel confident in their practice. To understand factors that contribute to placements ending so we learn from this and implement suitable practice changes. | <ul style="list-style-type: none"> All foster carers to have access to the handbook. Process to be in place around placements ending and to be implemented. |

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Pathways Through Care Service Delivery Plan – Children in care

| Priorities | Action | Outcome | By January 2026 we will have: (How we will know we are making a difference?) |
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| Priority 1: Right Service, Right Time | <ul style="list-style-type: none"> Participation events for UASC. Merton compliant age assessments. | <ul style="list-style-type: none"> CYP feel better supported. Reducing risk of judicial review. | <ul style="list-style-type: none"> Calendar of events to be confirmed for 2025. Age assessments to include oversight of 1 UASC social worker. |
| Priority 2: Localities | <ul style="list-style-type: none"> Referrals for FGC to increase & review family time plans. Re-establish children in care council. | <ul style="list-style-type: none"> Children living close to their families. Children voices are heard to inform practice. | <ul style="list-style-type: none"> More children living in/near Southampton (Under 30%). Monthly SVU meetings & increased participation. |
| Priority 3: Reunification | <ul style="list-style-type: none"> Embedding weekly permanence panel reviewing care plans for children. Permanence tracker to be updated and maintained. | <ul style="list-style-type: none"> Reunification/stronger family ties for all children. Children's identity is strengthened. | <ul style="list-style-type: none"> Stable numbers of PWP. Regular attendance at LPM evidencing progression of care plans. Care plan on CD amended -reunification focus. |
| Priority 4: Permanence & stability | <ul style="list-style-type: none"> Develop matching document. Documents to be provided to foster carer at placement. Utilising fortnightly stability panel. | <ul style="list-style-type: none"> Children to experience less placement moves. Permanence plans to be clear for all children in care & reviewed regularly. | <ul style="list-style-type: none"> Improvement in placement stability KPIs. Clear documents to be recorded on CD. Checklist to be completed & disseminated across services. |
| Priority 5: Recruitment & Retention | <ul style="list-style-type: none"> Manageable caseloads. Training to staff to build knowledge. | <ul style="list-style-type: none"> Improved quality care plans, life story work and supervision. Skilled/stable workforce. | <ul style="list-style-type: none"> Children to have their care plan shared at review meetings. Stability of SW to improve (85% in 2025). Agency numbers remain less than 3. |
| Priority 6: Practice Framework | <ul style="list-style-type: none"> Monthly reflective team meetings. Utilising motivational interviewing & systemic practice with CYP & their families. Clear guidance to ensure consistent approach to CYP. | <ul style="list-style-type: none"> Meaningful relationships with CYP. Confident & skilled practitioners. Confident use of systemic approaches. Embedded reflective teams develop knowledge & skills. Child focused records on CD. | <ul style="list-style-type: none"> Audit activity showing increase in 'good' & 'outstanding' grading. CYP feedback is positive & received via SVU increased attendance. Records written to child. |



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