



**CHILDREN AND FAMILIES SERVICES
SOUTHAMPTON CITY COUNCIL
ANNUAL REPORT 2014**



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SUBJECT: Children and Families Annual Report
DATE: January 2015
RECIPIENT: DMT/Children and Families Scrutiny

THIS IS NOT A DECISION PAPER

SUMMARY:

The first Annual report detailing the priorities and service delivery vehicle for the City's Children and Families service provision

BACKGROUND and BRIEFING DETAILS:

This annual report is intended to describe need and demand for children's and families services, review progress made in 2014 across all SCC Children and Families service provision and outline areas for improved performance in the coming year.

It is, in this its first year, also intended to act as an information set for the various activities and service delivery structures following the Children's Services Transformation.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

None

OPTIONS and TIMESCALES:

To consider the report and set the Scrutiny timetable and agenda in light of the information therein.

Appendices/Supporting Information:

Appendix 1: Southampton Health Profile 2014
Appendix 2: ADCS Safeguarding Pressures
Appendix 3: DMT Scorecard

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CHILDREN AND FAMILIES SERVICES ANNUAL REPORT 2014

Introduction

The annual report is an opportunity for Southampton City Council's Children and Families Services to reflect upon the progress that has been made in achieving the priorities set by the council and its partners.

It is an important part of the council's commitment to be transparent about what we have accomplished over the past 12 months, how we have used our resources and the areas for improvement and development which we have identified for the upcoming year.

This first annual report will firstly seek to outline the service demand and needs experienced by our children and their families, describe provision and explore the improvement programmes underway across the department.

Southampton City Council and its partners have an ambitious vision that Southampton will become 'A City of opportunity where everyone thrives'.

There has been an increasing awareness through 2014 that the City needed to do more to improve the outcomes for children, young people and their families as well as improving access to services, including within the health economy.

The City's children's outcomes have been poorer than we would wish for many years and are below that of Statistical Neighbours¹. Our children's health and emotional wellbeing outcomes are challenged² and the gap, educationally, between vulnerable groups and the rest has historically been too wide with too many children persistently absent from school. Too many of our children experience abuse or neglect or suffer the harm of witnessing domestic violence, leading to high numbers of children experiencing child protection planning or becoming Looked After.

SCC's Children and Families Transformation programme had already early in 2014, driven change within SCC structures and work processes which had displayed long term evidence of both gap and duplication.

Since November 2013, Ofsted has been undertaking inspections under the new Single Inspection Framework (SIF). These inspections produce graded judgements on 'the experiences and progress of children who need help and protection', 'the experiences and progress of children looked after and achieving permanence (includes adoption and care leavers)', and 'leadership, management and governance'; and from these an overall effectiveness judgement is derived. A simultaneous review of the LSCB also produces a graded judgement.

Ofsted visited the City twice this year during their second visit they confirmed that the first inspection was found to be 'wholly flawed,' and subsequently carried out a second, full four-week, inspection between 8th - 30th July 2014. Their report and judgments were published on 15th September 2014. Ofsted concurred with our own self-assessment deeming the services in the City

to “Require Improvement to be Good” other than services for Care Leavers which was graded “Inadequate”. They also stated that the challenges and poor performance the present Leadership team had identified, and were working to improve, had been long standing. There were five areas of priority and immediate action and a further 30 areas for improvement. These are clearly defined within the Ofsted Action Plan which is now published.

The Ofsted report also highlighted a number of areas of strength.

1. The local authority has a good understanding of its strengths and weaknesses and of the needs of its community. Leaders are both challenging and ambitious in their aspirations for Southampton’s vulnerable children and are backing this ambition with clear, focused and appropriately resourced action planning.
2. Children and families can access support from a wide range of early help services and those with more complex needs receive well-coordinated and, when necessary, more intensive support.
3. The local authority’s troubled families project (Families Matter) is helping many families with entrenched difficulties to improve their care and parenting. This work is now well integrated with other early help and targeted support.
4. An effective MASH has been established which is enabling good inter-agency information sharing and decision making at the first point of contact with statutory social care services.
5. Children with child protection plans are visited and seen regularly by social workers who have a good understanding of their needs, wishes and feelings.
6. Child protection conferences are well managed and make good use of the ‘Strengthening Families’ model and tools.
7. Workers and managers have a strong awareness and understanding of domestic abuse issues, and there is a good range of support services for victims of abuse.
8. The Jigsaw service provides comprehensive, integrated and effective support for disabled children and children with complex health needs.
9. The communication between the out of hours and day time services is robust, ensuring that families receive a seamless service and all emergency activity is followed up promptly.
10. Public law outline processes are consistently well-applied and are supporting timely decision-making about whether children need to become looked after; they also contribute to reduced timescales for completing care proceedings.
11. A large majority of looked after children are living in families with carers who are well supported and committed to meeting their needs. Placement stability is better than the national average.
12. Good attention and support is provided to keeping brothers and sisters together.
13. Looked after children receive good support to engage in leisure and social activities.
14. The Behaviour Resource Service (BRS) provides very good quality interventions and support for looked after children with therapeutic needs. Looked after children can also access good support if they have difficulties with substance misuse.
15. Integrated commissioning arrangements for children’s services, including placement commissioning, promote the good use of pooled resources and services, which are well matched to children’s need

We have responded to the Ofsted report with a detailed action plan and set in motion an invigorated business plan for CFS and set timescales of 18 months to develop better, more timely responses to children and young people most in need and see services graded as Good. This action plan is to be reported to Scrutiny on a regular basis.

Children's and Families Services business planning is overlaid with, and is informed by, a number of (often-statutory) interdependent partnership strategies and plans in the city such as:

- Vision for Learning Strategy
- Primary Prevention and Early Help Strategy
- Better Care Strategy
- Domestic Violence Strategy
- The Apprenticeship Strategy
- SEND Strategy
- Healthy Child Programme Implementation Plan
- The Housing Review Strategy
- Sexual Health Strategy
- Looked after Children Sufficiency Strategy
- The Youth Justice Plan
- The LSCB Business Plan
- Children and Families Engagement Plan
- Safe City Strategy

In this annual report we will set out our priorities for services for children, young people and families in the City for the year ahead. These priorities have been produced and agreed by stakeholders across the CFS partnership and are driven by the CFS Transformation Board.

As it is the first annual report we will also highlight the interconnecting service streams and the functions they deliver within Children's and Families Services. Ofsted clearly supported the new structure, delivery mode and our key priorities. They considered it a coherent and credible approach to responding to the challenges we face as a city.

Ofsted Said....

The DCS, supported by corporate and political leaders, has led a robust analysis and critique of services. Based on this analysis, an ambitious improvement programme has been developed and implemented. This includes a transformation programme to restructure services and establish a new working culture in order to meet children's needs and reduce risks more effectively. An experienced, interim Head of Service is in place to support and drive the required improvements. This inspection found substantial evidence that this programme is beginning to have a positive impact in transforming practice, and that this is beginning to improve outcomes for vulnerable children in a number of key areas.

Our Seven Key Priorities for the year ahead:

1. An **ambitious education** offer for all children and a focused intervention on **closing the education gap** for vulnerable groups.
2. Identification of need at **the earliest opportunity** and ensuring **Early Intervention and Prevention** by providing timely and easy access to support families through an integrated single front door for safeguarding (MASH).
3. Services that are **integrated** in order to meet the priorities families have set for us, ensuring families receive a seamless lead professional service and only have to tell their story once.
4. A dedicated focus on identified key groups of vulnerable residents -**Children at risk of Child Sexual Exploitation**, child and adults experiencing **domestic abuse** and **Care Leavers**.
5. Where children cannot safely and effectively be brought up within their own families, our interventions will be timely and our service provision of a good standard to ensure our Looked After Children population subscribes to '**Right child, right time, right placement, only for as long as necessary**'.
6. A strengthened **Quality Assurance** function across all services ensuring that our internal provision can be assured as safe, effective and responsive to feedback.
7. **A workforce development strategy** delivering a permanent and stable workforce. We are up-skilling all of our staff working in universal services and settings in order that they can offer preventative support before the need for targeted intervention. We are also ensuring that staff working in enhanced and specialist service areas are sufficient, well-trained and effectively supported.

All of our priorities are underpinned and informed by listening to children young people and their families – each key workstream area is required to ensure they keep on listening and make ever better use of international, national and local research and feedback.

National Context – Need and Demand

There are 11.5 million children and young people in England (ONS 2014). LA's gross budget in 2013/14 was £50.5 billion for children's services including schools, the non-education budget, covering children's services and youth justice, was £8.4 billion.

The numbers of Children in Need (CIN) across the country has been increasing year on year since 2008. The DfE figures show almost 400,000 children were classified as in-need, a 5% increase on the previous year and continuing a steady upward trend since 2012. Almost half (47.2%) had suffered some kind of abuse or neglect.

The most recent DfE statistical return, the number of children on child protection plans was shown to have increased by 12% in the last year. CAF/CASS saw Court Applications increase by 13%. The figures also showed children's services were dealing with an 11% increase in referrals between March 2013 and March 2014. This has been a marked jump compared with previous years, although the report notes this could be the result of several high profile child protection cases covered in the media.

The following tables relate to the national picture.

| CIN (INC CP and LAC) DfE data | Phase 1 and 2 | | | Phase 3 | | Phase 4 | |
|----------------------------------|---------------|---------|---------|---------|---------|---------|---------|
| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Rate (per 10,000 0-17 pop) | | 276 | 341 | 346 | 326 | 332 | 346 |
| Longitudinal change | 26% increase | | | | | | |

Source: DfE LAIT and SFR43/2014

The number of Children Subject of a Protection Plan with a steeper rise.

| Initial CP Plans | Phase 1 and 2 | | | Phase 3 | | Phase 4 | |
|-------------------------------|---------------|---------|---------|---------|---------|---------|---------|
| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Rate (per 10,000 0-17 pop) | 30.8 | 33.4 | 39.6 | 43.0 | 46.5 | 44.6 | 50.8 |
| Longitudinal change | 65% increase | | | | | | |

The number of Children starting to be looked after has also increased.

| Starting to be Looked After | Phase 1 and 2 | | | Phase 3 | | Phase 4 | |
|--------------------------------|---------------|---------|---------|---------|---------|---------|---------|
| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Rate (per 10,000 0-17 pop) | 19.0 | 20.0 | 28.8 | 25.4 | 26.4 | 26.2 | 28.0 |
| Longitudinal change | 48% increase | | | | | | |

Safeguarding Activity and its relationship to Deprivation and Population.

Fisher et al (1986)³ and later research established that poverty is often a major factor in determining outcomes for children and young people, and children from poorer areas are more likely to become looked after. The heatmap in the figure below reinforces this evidence, correlating deprivation in a range of LA's with population changes and rates per 10,000 across key Early Help and safeguarding activity. It reinforces the links between deprivation, projected population increases and safeguarding activity with some regional variations. However, although there is a correlation, there are also exceptions in some authorities which also reinforces the conclusion that there is a myriad of factors affecting safeguarding activity, not all of which are interlinked. LA's are shown in order of deprivation, and the colours show by type of activity from highest in dark red, to lowest in dark green.

| LA type | IDACI | Popula- tion Increase | rates per 10,000 0-17 population using 2013 MYE | | | | | | |
|---------|-------|-----------------------------|---|----------|-----------|-------------|----------------|--------------|-----------------|
| | | | CAFS | Contacts | Referrals | Starting CP | CP at 31 March | Starting LAC | LAC at 31 March |
| Lon | 48. | 5.4 | 182 | 305 | 723 | 47 | 36 | 41 | 80 |
| Lon | 47. | 4.6 | | 185 | 469 | 38 | 37 | 28 | 56 |
| Lon | 47. | 4.4 | | | 711 | 36 | 28 | 33 | 50 |
| NW | 43. | 4.3 | | 311 | | 117 | 95 | 81 | 57 |
| Lon | 40. | 7.6 | 164 | 153 | 543 | 75 | 55 | 56 | 80 |
| Lon | 39. | 3.0 | 312 | 281 | 353 | 31 | 25 | 22 | 37 |
| Lon | 39. | 3.1 | 90 | 146 | 294 | 37 | 32 | 34 | 49 |
| Lon | 38. | 4.0 | 49 | | 554 | 38 | 33 | 25 | 41 |
| NW | 37. | 0.6 | 135 | 376 | 962 | 61 | 44 | 43 | 111 |
| Lon | 36. | 3.5 | 265 | | 578 | 55 | 54 | 42 | 90 |
| Lon | 36. | 8.7 | 258 | 143 | 523 | 60 | 47 | 28 | 53 |
| Lon | 36. | 3.8 | 367 | 147 | 643 | 41 | 44 | 45 | 85 |
| Lon | 35. | 3.4 | | 330 | 358 | 50 | 46 | 38 | 76 |
| Lon | 35. | 2.5 | | 167 | 535 | 59 | 48 | 40 | 60 |
| NE | 35. | - | 141 | 401 | 774 | 95 | 74 | 64 | 111 |
| Lon | 35. | 8.8 | | | 395 | 29 | 25 | 24 | 45 |
| NW | 34. | - | 120 | 259 | | 102 | 72 | 57 | 35 |
| Y&H | 34. | 0.9 | | 123 | 809 | 42 | 45 | 36 | 116 |
| WM | 33. | 1.3 | | | | 125 | 73 | 57 | 136 |
| WM | 33. | 3.3 | | 269 | 487 | 58 | 50 | 29 | 75 |
| NE | 32. | 2.3 | 163 | 273 | 508 | 81 | 67 | 42 | 101 |
| NW | 32. | 3.1 | 163 | 165 | 554 | 88 | 55 | 42 | 110 |
| WM | 31. | 0.9 | 83 | 282 | 890 | 72 | 56 | 43 | 97 |
| Lon | 30. | 5.1 | 88 | 390 | 445 | 43 | 37 | 29 | 52 |
| East | 30. | 2.9 | 9 | | 507 | 73 | 50 | 34 | 74 |
| NW | 30. | 1.1 | | 101 | 622 | | | 36 | 69 |
| NE | 30. | - | 226 | 331 | | 51 | 60 | 50 | 103 |
| WM | 30. | 0.7 | 303 | 145 | 929 | 71 | 51 | 36 | 98 |
| NW | 29. | - | 114 | 253 | 445 | | 56 | 33 | 89 |
| NW | 29. | - | 132 | 189 | 749 | 80 | 62 | 38 | 105 |
| Y&H | 29. | 1.3 | 34 | 207 | 379 | 42 | 42 | 24 | 63 |
| WM | 28. | 3.9 | | 303 | 820 | 101 | 105 | 48 | 86 |
| SW | 28. | 3.5 | 41 | | 658 | 59 | 50 | 34 | 77 |
| NW | 27. | - | 103 | 158 | 600 | 76 | 58 | 45 | 75 |
| East | 27. | 4.4 | 132 | 209 | 575 | 55 | 52 | 37 | 80 |
| EM | 26. | 1.6 | 108 | 157 | 478 | 59 | 52 | 28 | 77 |
| SE | 26. | 0.9 | 169 | 320 | 426 | 57 | 55 | 38 | 74 |
| Lon | 26. | 5.3 | 24 | 160 | 436 | 31 | 25 | 31 | 54 |
| NE | 25. | - | 283 | 230 | 609 | 100 | 79 | 27 | 63 |
| NE | 25. | - | 97 | 189 | 606 | 80 | 69 | 45 | 89 |
| NW | 25. | - | 98 | 171 | 603 | 58 | 43 | 29 | 99 |
| WM | 25. | 0.2 | 101 | | 737 | 47 | 33 | 29 | 79 |
| NW | 24. | 0.4 | 202 | 272 | 327 | 42 | 34 | 33 | 87 |
| East | 24. | 1.4 | 201 | | 533 | 57 | 43 | 31 | 64 |
| Y&H | 24. | - | 55 | 321 | | 104 | 65 | 51 | 36 |
| Y&H | 23. | 0.1 | 58 | 323 | 675 | 79 | 69 | 26 | 71 |
| SE | 23. | 1.4 | 80 | 198 | 835 | 70 | 57 | 36 | 91 |
| SW | 23. | 0.8 | 166 | | 929 | 98 | 73 | 40 | 77 |
| WM | 23. | - | 63 | 229 | 510 | 53 | 45 | 26 | 111 |
| NE | 23. | 0.1 | 104 | 167 | 650 | 65 | 45 | 26 | 60 |
| NE | 23. | 0.1 | 104 | 167 | 650 | 65 | 45 | 26 | 60 |
| NE | 22. | - | 87 | 267 | 644 | 78 | 62 | 37 | 85 |
| Y&H | 22.5 | 2.5% | 25 | 1419 | 753 | 59 | 47 | 26 | 85 |
| NE | 21.8 | 0.0% | 137 | 1517 | 701 | 80 | 70 | 48 | 90 |
| NE | 21.8 | 0.0% | 137 | 1517 | 701 | 80 | 70 | 48 | 90 |

National Context - Policy and Legislation

Children and Families services are highly regulated and driven by a range of primary and secondary legislation. Very little, if anything that the department presently delivers is not covered by a statutory instrument and prescribed within regulated standards. Below is a brief outline on some of the significant policy drivers and changes in 2014

- The Children Act 2004 remains in force it aimed to improve and integrate services for children, promote early intervention, provide strong clear leadership and bring together different professionals in multi-disciplinary teams in order achieve positive outcomes for children and young people and their families. Through it, local authorities have a statutory role in securing the co-operation of partners in setting up children's trust arrangements and the Act allows some flexibility in how these are structured and organised.
- Professor Munro's review of Child Protection, "Moving towards a child centred system" (Munro 2012) and the government response accepting and published in October 2013 saw implementation frameworks through 2014. Her recommendations are well-known. Serious Case Reviews, Early Help, the role of Ofsted and reforms to the health economy all feature strongly, alongside a more general shift away from central prescription and towards individual professionals' discretion in local decision making – with quality assurance measures strongly focused on outcomes for children.
- Working Together 2013 although significantly less prescriptive than the 2010 edition of the guidance, continues to emphasise the importance of inter-agency collaboration and includes some strengthened recommendations, such as the recommendation that adult mental health services sit on Local Safeguarding Children's Boards (LSCB), and a broadening of the criteria for which a Serious Case Review (SCR) should be initiated.
- Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) introduced changes within the youth justice system, including making 17 year olds subject to the same remand framework as 12 to 16 year olds and conferring 'children looked after' status to remanded young people. The Act also transferred responsibility for the funding of placements to local authorities.
- Welfare Reform Act 2012: To be implemented in three phases from January 2013 to 2017 makes changes to benefits system including housing allowances. The reforms include the 'under-occupancy penalty', commonly known as the 'bedroom tax' and the phased introduction of Universal Credit.
- DCLG Troubled Families Programme (2012): The programme now extended beyond its original three-year term, aiming to "turn around" the lives of 120,000 of England's most "troubled families" through targeted work on a 'payment by results' basis, focussing on reducing worklessness, truancy, crime and anti-social behaviour, and improving school readiness.

- Family Justice Review (2012) and Public Law Outline (2014) set out reforms to the family justice system including children's social care, changing the way local authorities make applications for care and Supervision Orders with the aim of speeding up the process, some of which were made law in the Children and Families Act 2014.
- Children & Families Act 2014: Key new legislation introduced in March 2014 for a range of children's services, covering adoption and contact, family justice, children and young people with Special Educational Needs (SEND) see below, child care, child welfare and the role of the Children's Commissioner for England. Specifically within the Act 'Staying Put' duties provide care leavers the opportunity to remain with their former foster carer after they reach the age of 18.
- The SEND code of practice requires local authorities, health bodies, schools, maintained early education settings and colleges to carry out statutory duties for children and young people with SEND. The reforms extend provision from birth to 25 years of age. This will give families greater choice in decisions and ensure needs are properly met. The new system extends rights and protections to young people by introducing a new Education, Health and Care plan (EHC). Professionals will also provide more tailored support to families, giving them the help and assistance they need.
- Established in February 2014, the National Adoption Leadership Board, now undertakes quarterly voluntary adoption data collection, and is due to publish guidance for authorities following the Court judgements in cases 'B' and 'B&S' earlier this year.
- DfE Children's Social Care Innovation Programme (April 2014) will provide funding (£30m in 2014-15 and up to a further £100m thereafter for the remainder of the life of the programme) for testing and implementing innovative ideas, including re-thinking children's social work and support

Who are our services for?

We work with families, schools, our partners and communities to promote the best possible environment so that the children of the City are able to thrive.

Children and Families Services (CFS) are responsible for ensuring that the right and good quality services are provided to children and young people from pre-birth to the age of 19 years (or 25 years for young people in care and young people with special educational needs).

We also work with families who may benefit from more co-ordinated and specialist help around additional needs such as caring for children with complex education and health needs and those who are in crisis or at risk of harm.

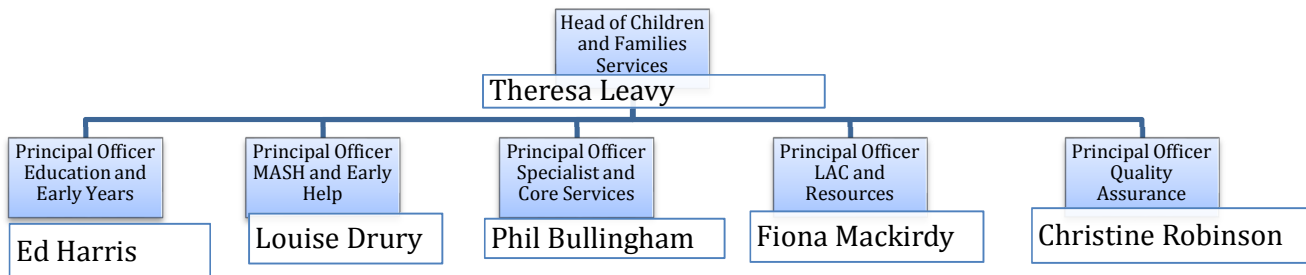
Children's Services Budgets 2014-15

| Service Area | Working Budget | £ |
|---|----------------|-------------------|
| Divisional Management and Legal Total | | 2,781,000 |
| Education and Early Years Total | | 5,760,200 |
| Quality Assurance Business Unit Total | | 1,323,400 |
| MASH & Early Help Total | | 6,792,200 |
| Specialist Core Services Total | | 2,769,100 |
| Looked After Children & Provision Total | | 18,135,400 |
| ICU - Children's Services Total | | 2,228,400 |
| Overall Total | | 39,789,700 |

The Budgets for this years' service provision shows a substantial transfer of funding towards MASH and Early Help – The budget under most pressure continues to be that of Looked after Children and specifically in relation to placement numbers and cost.

The Services are structured within five Principal Officer Streams – each stream has responsibility for delivering the key priorities. This report will outline each service stream work areas progress made this year, challenges faced and key areas of improvement for 2015.

CHILDREN AND FAMILIES SERVICE STRUCTURE



Children's Data and Performance Team

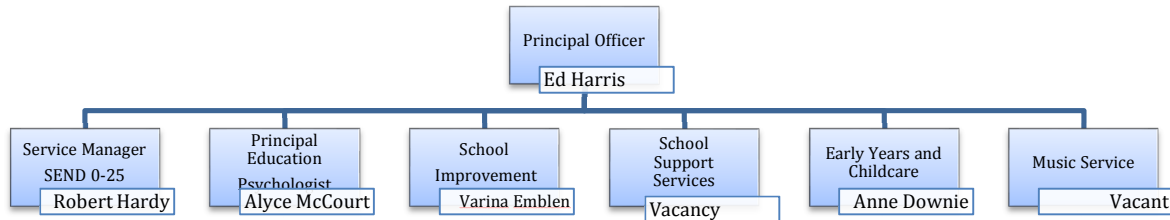
In addition the Head of Service presently manages the Children's Data Team whilst implementing the Policy, Strategy & Performance Review, which will see the service, integrated with adult services and managed within the Quality Assurance Unit. The Team supports the Performance Framework for the service, developing and producing the Scorecards and other scheduled data provision and delivering the extensive number of central government returns.

The Team is working to a project plan that will see the service redesigned to meet the needs of the ever integrated and outcome focused service provision. A key aspect of the Project Plan is to review all current data provision and automated reports to ensure that any crossover and inconsistencies are removed, fully aligning the Scorecards and other scheduled reporting with Key Performance Indicators that are identified in business plans and/or are reported outside the Directorate.

Three key indicators/areas we will improve outcomes in:

- A comprehensive Scorecard that contains all the key performance indicators in the service Business Plans presents the information in a clear, useable format.
- A holistic approach to the use of management information such that it is embedded throughout the service, and provided at different levels within the Directorate hierarchy in a format that makes it relevant and useable.
- The Data Team Performance Review project is fully implemented and the new combined Data Team exists with a stable and sustainable structure that can promptly and efficiently meet expected requirements.

EDUCATION AND EARLY YEARS STREAM



Services in this stream include
Early Years
School Improvement Service
Schools Capital team
School Places and admissions
Schools ICT
SEND 0-25 service
Educational Psychology service
Music Service
and presently the school meals service.

In the 2014, there were 27,184 enrolled children and young people aged 5-19 in our 77 state-funded schools, which include one Pupil Referral Unit, a hospital school and six special schools and 13 secondary schools. There are 22 academies and one free school. Southampton is ranked 65th/149 local authorities for deprivation i.e. the 86th least deprived. As an ambitious authority, Southampton could therefore be striving to be in at least the second quartile of LA's in relation to performance and progress in the next four years.

Over seven per cent of secondary-age students (many more able) attend schools outside the City of Southampton compared with only almost one per cent of primary pupils.

84% of children and young people in the City attend good or better primary schools and 75% attended good or better secondary schools this ranks the LA 60th/150 and 75th/150 respectively.

As of December 2014, of the 12 secondary schools for which inspection reports are available, one is deemed to be outstanding, eight good and three require improvement. Of the 53 state-funded primary schools, 33 have been judged by Ofsted to be good and 11 outstanding. Eight require improvement and one is been deemed to require special measures. Two special schools are judged to be outstanding, four good and one requires improvement.

Educational outcomes for children in the City are improving but further improvements need to be achieved. Overall, attainment and progress in Early Years Foundation Stage and primary schools has improved over time. Children's outcomes at the end of Key stage 1 are either on or very close to the national average. Key stage 2 results are encouraging at just above the national average, ranking the Local Authority 32/149 on the joint measure for reading, writing and maths. Progress between KS1 and KS2 is less good with the LA ranked 135th and 125th respectively for the proportion of children making the expected progress in reading and writing, placing the LA in the bottom quartile.

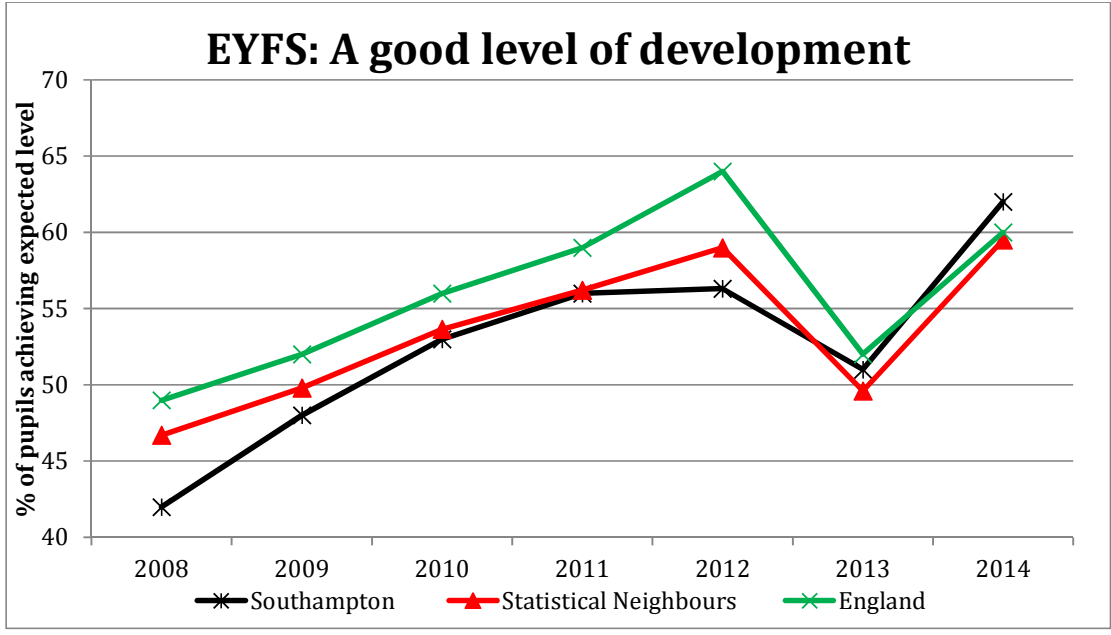
Attainment and progress in secondary schools overall continues to be in need of improvement. Only 49.8% of students achieved 5+A*-C grades including English and Maths compared with 52.6% nationally. This is a decline following consecutive years of improvement since 2010 and a fall of 8.3% on 2013 levels. Schools in the City have, for a number of years, adopted the practice of multiple entries as well as having a focus on vocational qualifications, which were adopted to meet the needs of the students and local employers. The change in this measure has, therefore, hit schools in the City particularly hard.

At Key Stage 5, the proportion of students gaining at least two passes has dropped from 86.3% in 2013 to 82.7% in 2014 which is well below the national average of 88.6%, which results in the LA being ranked as 125th/149.

School attendance in both primary and secondary schools needs to improve. Overall absence rates in state-funded primary and secondary schools respectively (2012/13) are 5.5% and 6.6% compared with 4.8% and 5.8% nationally.

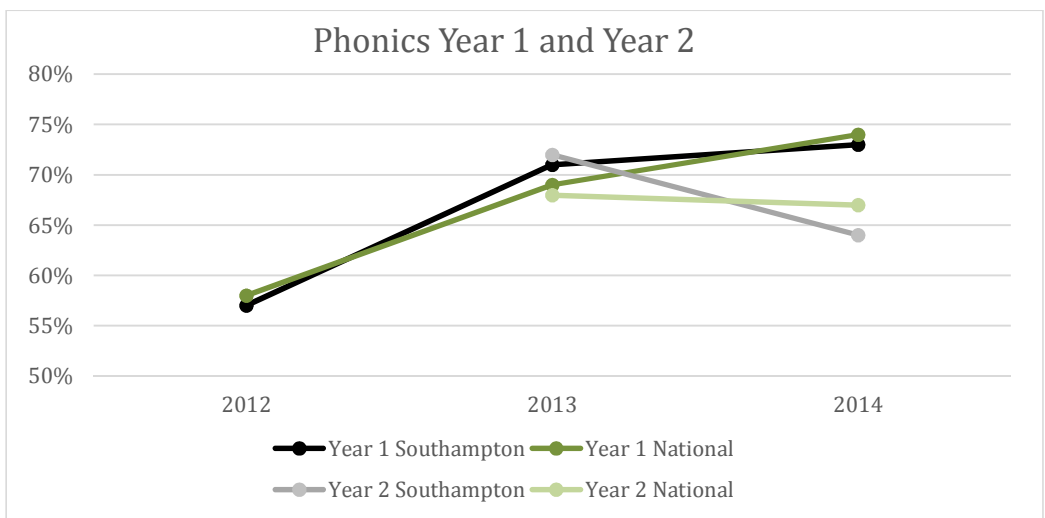
Below is a range of graphs showing the educational outcomes for children at the key stages of educational performance:

- EYFS – Early Years Foundation Stage – Reception Year
- Phonics – Tested Year 1 & 2 for children aged 6 & 7 years.
- Key Stage 1 (KS1) - tests for reading writing and maths in Year 2 for children aged 7 years.
- Key Stage 2 (KS2) - a combination assessment of Reading, Writing and Maths undertaken in Year 6 for pupils aged 11 years.
- Key Stage 4 achievement of 5 or more A*-C grades including English and Maths at GCSE in Year 11 aged 16 years.
- Key Stage 5 average points score per candidate results in level 3 qualifications for students aged 16-18 at advanced study level Year 13 aged 18 years.



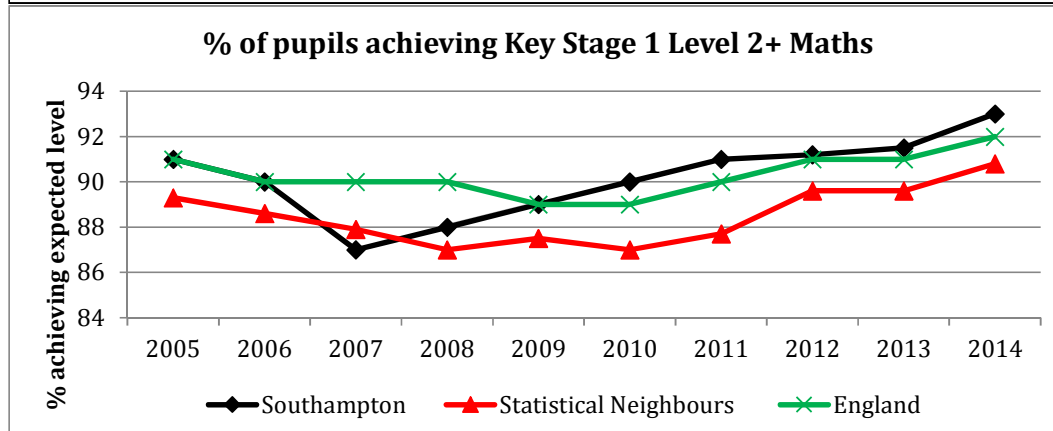
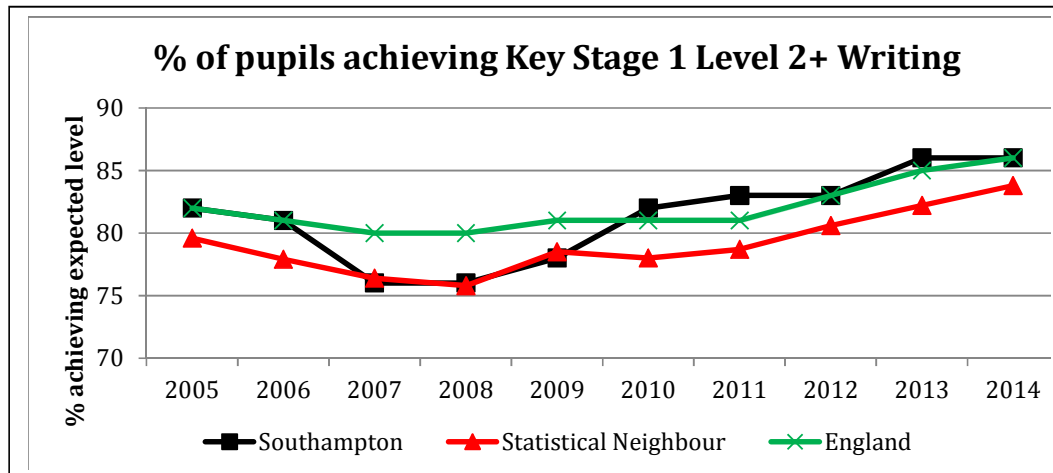
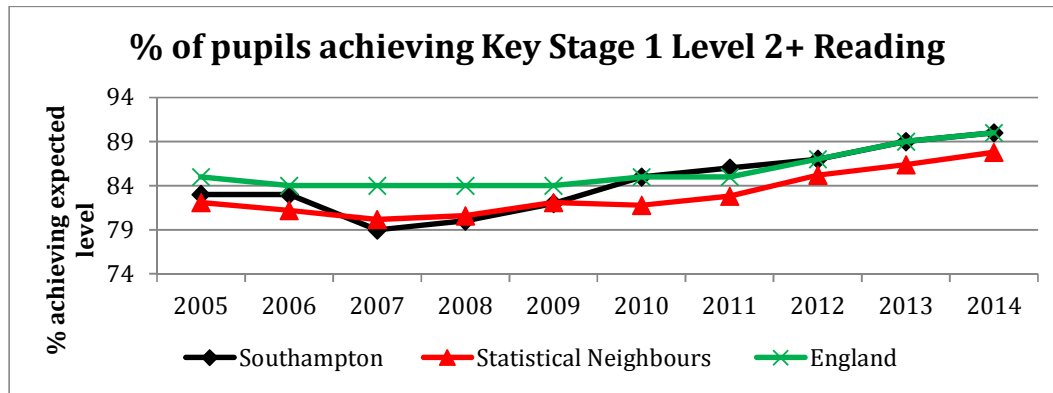
This was the second year of the new Early Years Foundation Stage. A revised DfE indicator identifying a Good Level of Development (GLD) was introduced in 2013. In 2014, 62% of pupils in Southampton achieve a GLD compared to a provisional National of 60%. Southampton has achieved an 11% increase from 51% in 2013 to 62% in 2014 compared to a National increase of 8% from 52% in 2013 to 60% in 2014.

Phonics (Year 1 & 2, Age 6 & 7)



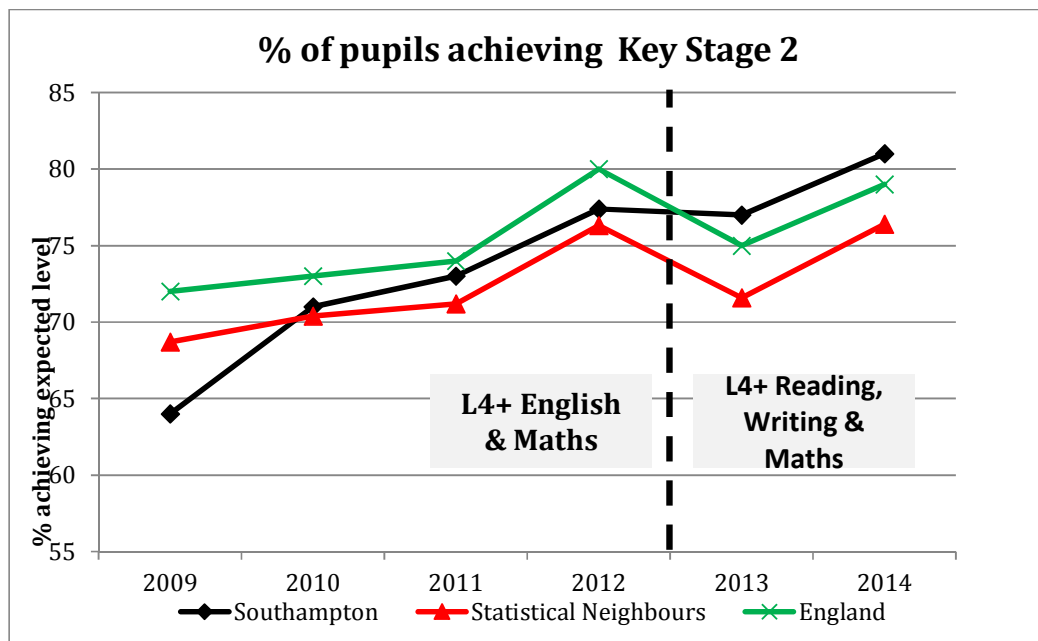
The phonics screen was first introduced in 2012. For pupils that were not working at the expected level in Year 1 or did not take the screen a re-check is completed in Year 2. Southampton and National Year 1 phonics have improved by 16% between 2012 and 2014 therefore Southampton remains 1% below national in 2014.

Key Stage 1 (Year 2, Age 7)



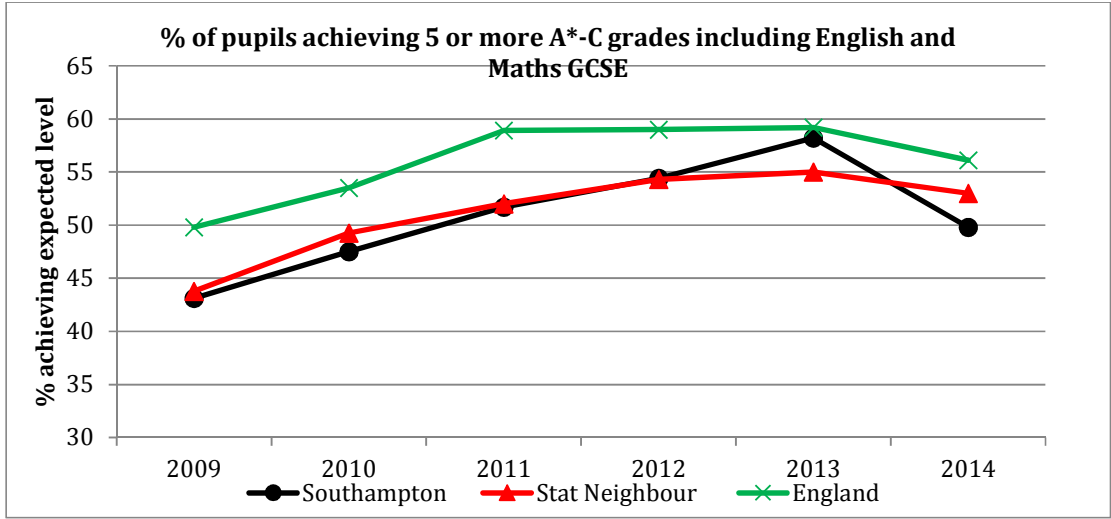
Key Stage 2 (Year 6, Age 11):

A new key indicator for Key Stage 2 in 2013 assessed if pupils had achieved L4+ in the combination of Reading, Writing and Maths. Early provisional data indicates that Southampton's performance is 81% - 2% above the National average (79%). This is the second consecutive year that Southampton's KS2 performance has been above the National average.

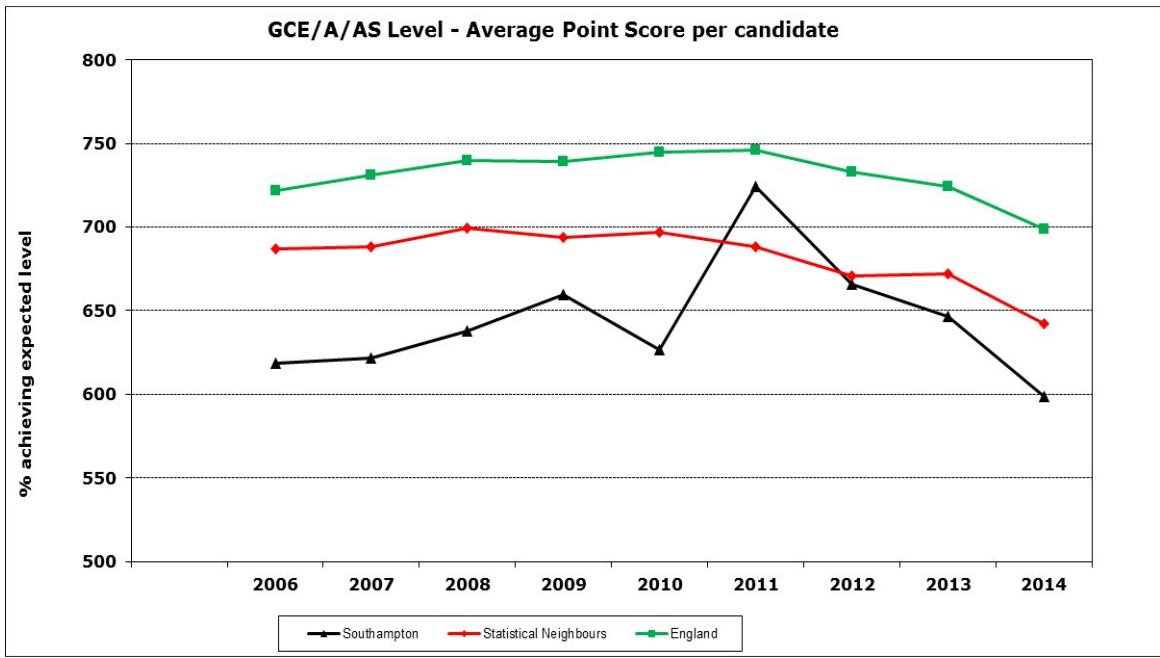


Key Stage 4 (Year 11, Age 16):

Provisional analysis indicates a 6.3% gap between Southampton and National in 2014 for achievement of 5+ A*-C including English and Maths GCSE. A 3.2% gap between Southampton (49.8%) and the Statistical Neighbour average (53.0%) was present in 2014.



Key Stage 5 (Year 13, Age 18):



Southampton's KS5 average points score per candidate results in level 3 qualifications for students aged 16-18 at the end of advanced level study was 598.9 compared to a Statistical neighbour average of 642.0 and a National average of 698.5.

Early Years Services

Early years has a statutory duty to secure sufficiency and quality of early years and childcare places for all eligible 2, 3 and 4 year olds and for working/training parents. Duty to provide support, advice and guidance to any provision judged by Ofsted to be less than good and to offer same to all providers and information, advice and assistance to parents.

These duties are delivered by Early Years Advisory teachers (EYATs), Early Years and Childcare Development Workers and Children and Young People's Information Service (CYPIS), along with commissioned services working with childminders and preschools. Some of these staff are also required to deliver the EHC plan for very young children with Special Education Needs.

The Early Years' service also manages Startpoint Sholing and Northam, providing day care and sessional early education to local families. A high proportion of places at Startpoint Sholing are offered to under 5s with SEND and/or communication delay. 90% of the 2, 3 and 4 year olds at Startpoint Northam have English as an additional language.

This area has faced significant challenges including a reduction in resources as part of the re-profiling of services to resource Early Help rollout and challenges in encompassing the new SEND requirements alongside a significant increase in the number of under 5s with SEND.

This area has also seen a range of achievements in 2014 amongst others:

- Southampton Early Years Foundation results above national average for first time ever
- Securing 1700 new places across city for 2,3 and 4 year olds ahead of expected delivery date
- Increasing number of eligible 2 year olds taking up an early education place
- High proportion of early years' provision with a 'good' or better Ofsted rating as of December 31st, no providers with an 'inadequate' rating
- Every Child a Talker continues to improve practitioners' awareness of importance of meaningful communication with children
- Increased the number of under 5s with SEND being supported by Early Years providers
- Delivering the information for Families Section within Southampton Information Digest (SID), making it easier for parents, professionals etc. to find information.

Areas of focus for 2015 and areas of particular progress planned:

- We will bring both Startpoints under one manager from January, this will lead to closer working together of the nurseries as well as making a saving on the budgets whilst also looking to expand the level of provision.
- Further development of SID will lead to improved information on data base- for example providers will be able to update their own vacancies
- We will complete the Sufficiency Assessment and Audit, enabling us to more accurately support the expansion of early years and childcare places in areas where most needed
- We will further develop online and bespoke training support for providers
- We will secure sufficient flexible childcare for parents who will be wanting to take advantage of financial support from September (and advertising the offer)
- Roll out of Early Years Pupil premium, working with providers to ensure this is used to best effect

Three key indicators/areas we will improve outcomes in:

- Increase % of EY providers with a 'good' or better Ofsted rating (aiming for 90%)
- Increase take up of early education places by eligible 2 year olds
- Increase take up of early education places by Looked After Children

Education – Support and Challenge

The team incorporates colleagues working in school improvement, behaviour management, inclusion and the virtual school for Looked after Children who all ensure strategic planning drives improvement against the priorities within the Local Authority Vision for Learning, and ensures arrangements for supporting school improvement are of good quality and impact on improved outcomes for pupils.

The team has seen some investment in its capacity this year but also experienced gaps in staffing and, as always, an increasing volume and complexity of work due to the ever changing landscape of the context of schools. The team will often broker and commission school improvement professionals and school-to-school support and where necessary use formal powers of intervention.

The three, hopefully soon to be four, teaching schools will increasingly offer support to schools operating a School Led Improvement Service. However, brokering and commissioning support remains a core component of Local Authority school improvement work and a key activity for the

team is in the area of promoting, supporting and providing challenge for leadership and management including governance in schools. This includes advising governing bodies on the appointment of Headteachers.

The Team saw a number of achievements in 2014 with no schools in special measures at the end of the year and only one school defined as having serious weaknesses. 83% of all Southampton schools are judged to be good or better. This is 4% above the national figure and saw Southampton as first in the league tables for the South East of England⁴

Areas of focus for 2015 and areas of particular progress planned:

- The Team will continue to reduce the number of fixed term exclusions and improve attendance across all phases.
- Ensure a reduction in the variability in outcomes across schools, particularly within the Secondary sector
- Continue to close the gap in outcomes for vulnerable pupils and the rest
- Increase the percentage of good and outstanding schools
- Improve rates of progress between KS1 -2 and KS2 – 4
- Engage with the Teaching Schools on ways in which the school improvement service will transition to a school led system

Three key indicators/areas we will improve outcomes in:

- Secondary outcomes to be at least in line with National
- No Schools below the DFE floor standard
- Gap data indicator for KS2 and KS4 moves to upper quartile A.

The Virtual School for Looked after Children

There are 560 looked after children of which 346 (61%) are of school age; of these, 168 (54%) are educated in schools in Southampton, the Virtual School has had some contact with all of these children.

Presently all of these children have a school place and the teams key function is to ensure the education for all these children is a full and rich one maximising the use of the Pupil Premium Plus and supporting schools and council officers in working together to maximise these children participation.

This year the Virtual School staff have liaised with schools in order to prevent 11 fixed term exclusions. 8 pupils who were on part-time timetables have moved to full time education placements thus preventing placement breakdown. Members of the team have visited out of city education placements to achieve this. The Virtual School is monitoring the education provision of 5 LAC on part-time timetables, in order to ensure an increase in time spent in school.

The team has devised and supported a number of integration and reintegration plans, resulting in young people accessing education effectively with the necessary support strategies in place. The teacher for LAC has worked with young people to increase core skills in literacy and numeracy. In addition to this, she has developed the study skills of individuals.

Restructuring the school, creating clear roles and responsibilities for staff and doing this by working creatively with Schools Forum is a key activity for this year.

Key Stage 4 data from 2014 for looked after children shows a 10% increase in young people achieving A*-C in English & Maths at GCSE (10% 2013 to 21% 2014). This is 6% above the 2013 national performance of CLA of 15%.

Three key indicators/areas we will improve outcomes in:

- Improving the quality and completion rate of Personal Education Plan's
- Improving the tracking and effective use of Pupil Premium Plus money
- Increasing the engagement of LAC in education/training post 16.

The 0-25 SEND service

Services in this part of the stream include:

- Portage support for children under 3 years (a home-visiting educational service for pre-school children with additional support needs and their families)
- Specialist Teacher Advisers for visual and hearing impairment
- Speech & Language support assistants
- New Statutory Assessments of SEND needs
- Conversion of existing Statements into statutory EHC plans
- SEND Personal Advisers at Post 16 years
- The high needs Jigsaw joint social care and health service
- Responsibility for the Southampton SEND Local Offer

The service also leads on a range of outcome areas and commissioned services -

- Short Breaks and Respite provision
- Impartial Information, Advice and Support for parents and for young people
- Advocacy for young people with statutorily assessed SEND
- Education-led residential placements
- Mediation service
- Early Years SEN funding

This area has faced significant challenges in a year of substantial change and new legislative requirements and despite a prolonged period as a Pathfinder, the final statutory Code of Practice issued in June 2014 differed significantly from earlier versions, nullifying much of the previous work.

Uncertainty in relation to the future model and significant vacancies within the service has seen a backlog of some statutory assessment requests, meaning performance was significantly below statutory timescales in 2014.

However there were also achievements in 2014

- The creation and publication of a successful Local Offer
- New statutory EHC assessment pathways and processes in place
- National recognition for the 'One & Only' pack developed with and for families
- Conversion Team (converting statements to EHC's) recruited, trained and working
- Service re-structure consulted on and concluded with implementation underway from November
- Agreement reached with health on proposed redesign of the joint health and care service
- Agreement reached for Adult Social Care staff to join the service in 2015

Opportunities in 2015 and areas of particular progress planned

- 'Recruitment' and training of assessment co-coordinators across a wider range of services including school SENCOs and staff in the Early Help service
- Embedding co-production practices across all elements of the 0-25 SEND service
- Promoting a stronger, more broadly-based health offer within the 0-25 service by implementing the proposals agreed in 2014
- Developing and promoting clearer service pathways across the new service, in addition to the current assessment pathways
- Moving the Language Intervention Team towards financial self-sufficiency
- Successful implementation of a partnering agreement for the Specialist Teacher Advisory service to increase capacity and flexibility
- Full integration with Adults Social Care Learning Disabilities staff

Three key indicators/areas we will improve outcomes in:

- More than 90% of new statutory assessments completed within timescale
- Conversion work to be on (or ahead of) schedule per term
- Number (and cost) of independent residential placements reduced by at least 10%

Capital Projects, school places and admissions

The Capital Projects Team has had another busy year. The team continues to deliver the Primary Review, meeting the rise in pupil place demand and thereby discharging the LA's statutory duty. The Cedar School was rebuilt under the Priority School Building Programme. Delivery of the city's first school-based Biomass Energy Centre (at the Compass School, Green Lane) and delivery of the project to revitalise the Civil Service Sports Ground and bring it back into use for schools and the wider public have been other key tasks.

A range of achievements have been secured alongside a challenging environment in relation to the resourcing of the proactive schools maintenance programme

We welcomed the DfE's Basic Need Scorecards position that showed Southampton is currently delivering its school expansion programme at 47% less cost than the national average, for equivalent facilities and that we have delivered 96% of our expanded places at 'Good' or 'Outstanding' schools, relative to the national average of 79%.

Opportunities in 2015 and areas of particular progress planned

- Having established the SEND Working Group, with a view to formulating a more proactive approach to Special School Pupil Place Planning, we can now radically rethink how special school education (especially post-16) is formulated in the city and to reflect/enable this within the schools estate.
- We look forward to the announcement of Government's Phase II of the Priority Schools Building Programme expected in January. This has the potential to bring significant investment into the SCC school estate.
- The potential to deliver innovative education models within the secondary sector, as part of the Secondary Review of pupil places.
- The PFI Claim for overpayment is due to be settled imminently and could result in significant financial returns to the Council.

Three key indicators/areas we will improve outcomes in:

- Reduce the percentage cost of the school expansion programme, relative to the national average.
- Source additional funds that can be brought into supporting the capital maintenance programme.
- Retain the percentage of Green RAG-rated projects at 95% or above.

Admissions:

In 2014 all statutory admissions deadlines were met even in the face of very high numbers of “in year” applications, which were also successfully processed

The team saw a high level of appeals successfully defended and a new version of ONE successfully implemented.

Three key indicators/areas we will improve outcomes in:

- To have enabled an online applications process for “in year” admissions.
- To increase the percentage of “in year” applications successfully processed.
- To increase the percentage of appeals successfully defended.

ICT Strategy:

The year saw an increase in positive feedback from schools particularly in relation to SIMS support and training which is significant if we are to achieve our objective to improve the level of buyback for the SIMS support service. The team experienced changes in work practices and some significant staff changes within the team but also delivered a successful migration of the schools broadband service from Capita IT to virgin Media.

Three key indicators/areas we will improve outcomes in:

- All staff delivering training, as the lead trainer in a minimum of one area and a backup in at least two areas.
- All staff providing 1st and 2nd level support in SIMS and ONE.
- Hosting the ONE database.

Educational Psychology Service

The service works with schools, other professionals and children and their families in direct provision. The team delivers psychological assessments of children's educational and wellbeing needs, contributing to statutory assessments of children and young people with SEND.

The team provides training and support to other professionals and school settings to develop the skills of adults to meet the needs of young people, and will as necessary offer both support to colleagues and young people during critical incidents and challenge to schools within behaviour consultations.

During the past year the service has undergone significant changes as part of the Transformation programme and experienced a considerable increase in statutory demand and complexity in relation to income generation. Even with significant staff changes 90% of feedback from parents, schools and other agencies rated the service as either 4 or above on a 5 point satisfactory scale. 70 % of training courses were rated 5 or above (on a 7 point scale).

The opportunities for 2015 see closer working facilitated through new ways of working with a range of children's colleagues

Three key indicators/areas we will improve outcomes in:

- 90% on time completion of statutory assessments. (Currently 59% but had been 100% until September 14)
- Proactive involvement in 70% of Pre-Marp cases. (Currently less than 50%)
- 30% increase in Challenging Behaviour Consultations, as these have a direct impact on levels of exclusion/successful re-integration.

Music Service

Southampton Music Services (SMS) is the lead partner of Southampton Music Hub, responsibilities include delivery of First Access, Ensembles, Progression, Vocal Strategy, CPD, Instrumental loans and music events and Quality Assurance of music education across the city, with accountability to Arts Council and DfE regarding data

The Southampton Music Service delivered the following in 2014.

- First Access (69% of primary/junior schools)
- Progression (85% of schools continuing lessons, 3000 pupils taught per week)
- Ensembles (500 members/17 ensembles with national and international acclaim)
- 17 CPD events across Southampton and surrounding regions
- 139 vocal events including Big Sings, Family Sings, Saturday Workshops, School Workshops

- 79 events and concerts
- Early Tweets project in 40 Early Years Settings

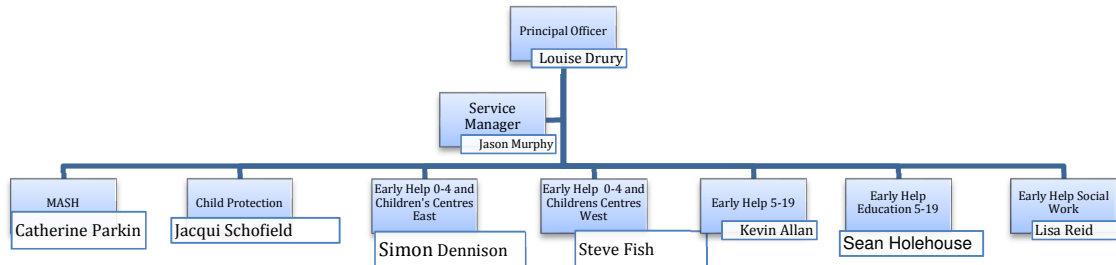
Achievements in 2014:

- 93% of schools engaged with the hub last year
- National Jazz Education award for SYJO
- International acclaim through invitation to play at Montreux Jazz Festival
- Platinum Award at the National Concert Band Festival (NCBF) for Jazz workshop, and an invitation to play at the national finals in Manchester
- Contact made and lessons offered to home educated children
- Youth Music for Early Years £91,000 awarded to SMS to reach as many early years children and their families as possible in hard to reach areas of the city (please see attached sheet for further information)
- Music Hub partnership flagged in recent University study on Student and Community Engagement with arts in Southampton as an example of good partnership working, and further work now being done with the outreach and recruitment team to stream line university involvement in schools
- Progression: 43% continuation from first access compared to 37% last year. ABRSM and Trinity exams to now be organised centrally through SMS to increase the number of pupils taking exams.
- 5000 pupils (18% of school population) take part in a regular ensemble activity. The national average is 7%. 20% of pupils involved in ensembles are entitled to FSM (national figure 12.8%)
- 50@50 – planned and lead by SMS on behalf of Southampton Music Hub (SMH). 50@50 celebrated the 50th anniversary of Southampton through the delivery 50 musical events during June 2014. All Hub partners worked together to promote 50@50 and used their artistic licence to design their own strand of the project. The overall aim was to involve all schools in the project. The musical events ranged from one off workshops, to a concert series. The project, put simply, was ‘uniquely Southampton’, involving and reaching as many of Southampton’s young people as possible. The project reached 54 schools and 3670 young people
- In2Music Extravaganza (SMS) – this was held in June 2014. It involved 150 children playing together alongside local professional musicians at Central Hall to a packed venue. This is set to be repeated this year and extended over two nights to accommodate all schools who have indicated they would like to be involved.
- Music In the Air – a programme of performance at Southampton Airport. The Autumn season begins again in October
- Southampton Youth Orchestra and Southampton Brass Band performed in Birmingham in the Music for Youth Festival in July 2014.

Three key indicators/areas we will improve outcomes in:

- 100% of schools engaged with the Hub
- Increase in the number of teaching hours bought in by schools
- Increase in the number of looked after children involved in Hub activities

MASH AND EARLY HELP STREAM



The Multi-Agency Safeguarding Hub (MASH) is the single point of contact for all safeguarding concerns regarding children and young people. It brings together in one place expert professionals, called “navigators”, from a range of services that have contact with children, young people and families, and makes the best possible use of their combined knowledge to keep children safe from harm.

At the present time the following services are represented:

- Social Care
- Solent Health
- Police
- IDVA
- Early Years
- Education
- Adult Social Care Services
- Voluntary Sector
- YOS
- Housing.

Adult Mental Health service and Probation remain in negotiation and their presence is anticipated this year.

The MASH receives safeguarding concerns from professionals such as police officers, teachers and doctors as well as members of the public and family members. For those concerns that meet the threshold for Social Care involvement, representatives from the different agencies in the MASH and outside will collate information from their respective sources to build up a holistic picture of the circumstances of the case and the associated risks to the child or adult. As a result, better decisions are made about what action to take and support is targeted on the most urgent cases. Feedback is also given to professionals reporting concerns. Better co-ordination between agencies will lead to an improved service for children and families.

The Southampton MASH also acts as a focused hub for the distribution of cases to Early Help services.

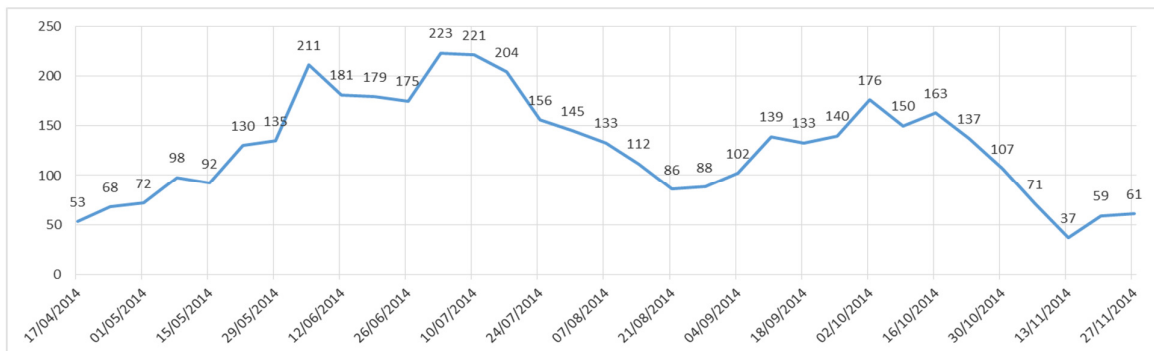
The MASH launched in April 2014 and saw an increase in the level of referrals from day one. This was anticipated in light of improved and coherent service offer and structure. Demand is now beginning to level off once again.

*An effective MASH has been established which is enabling good inter-agency information sharing and decision making at the first point of contact with statutory social care services....Overall, performance data demonstrates that implementation of the MASH has significantly improved the timeliness of decision making at the point of contact and referral
Ofsted September 2014.*

This team also runs the Emergency Duty Team who operate evenings and weekends providing emergency protection services for children and families in the City 24hours a day seven days a week.

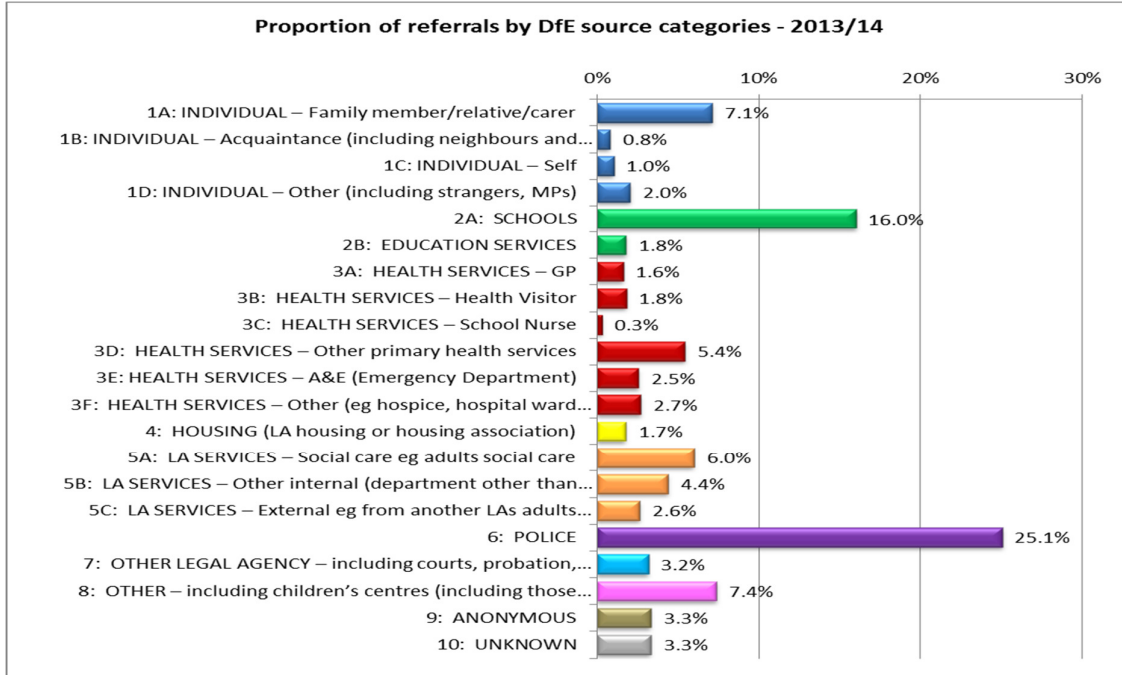
Local authorities are required to submit information about referrals to children’s social care as part of the yearly DfE Children In Need (CIN) Census. Nationally there has been an 11% increase in referrals this year. At this stage we are anticipating a similar level of increase which is an improvement as in previous years the rise in demand in the City had far outstripped the national picture.

Volume of open cases MASH/CP



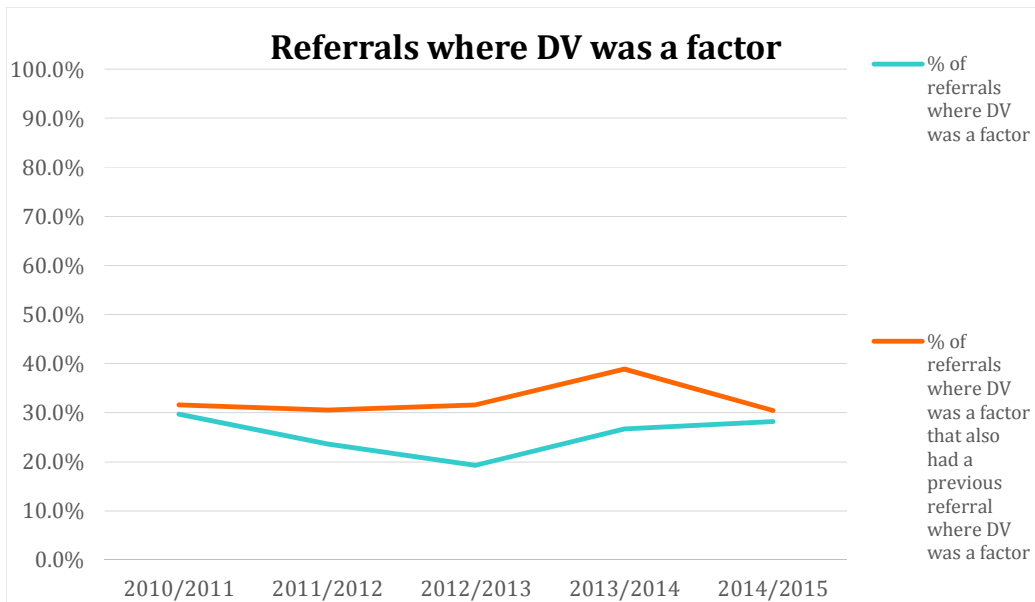
Volume of open children peaked at 223 children 03/07/14, lowest volume was 37 13/11/14.

Referrals to the service are RAG (Red Amber Green) rated and time prioritised accordingly. In any day the team will be gathering referrals from a range of sources as outlined in the chart below.



Locally we are focusing on recording the rate of the presence of Domestic Abuse, drugs or alcohol misuse or adult mental health challenges (toxic trio) in the referrals we receive.

Nationally, the Safeguarding Pressures report³ highlights the proportion of safeguarding work that has domestic abuse as a contributing factor varies greatly between 30% and 94%. With LA’s generally reporting 70 - 80% of work having one or more elements of ‘toxic trio’ as a factor.



The chart above highlights some crucial changes in our methodology of intervening with children who are experiencing Domestic Violence, as for the first time we are seeing a fall off in the number of repeat referrals.

We know that domestic abuse remains extremely common, Women's Aid estimate 1.2 million women a year experience violence and tragically there is solid evidence to support the figure that two women a week are killed by a partner or someone close to them. It is estimated that 750,000 children a year are witness violence at home.

MARAC is the multi-agency arrangement for assessing risk to adults and children in the event of domestic abuse. Last year saw 878 cases brought to the MARAC in Southampton with almost 25% of those being repeat referrals.

In the case of Child Protection planning an audit undertaken in August 2014 found 85% of all Initial Child Protection Conferences in that month had DV as a feature.

The MARAC data suggest a higher representation of Black of Minority Ethnic victims at 14% compared to 7.8% census population

National research suggests children are severely affected

- 97% of women in refuges and 94% in non-refuge services had children aged 15 or younger
- 34% of victims said their children had also been directly abused
- Early Intervention Foundation: in 65-77% of households where women are victims of domestic violence, children are also physically maltreated

With this agenda in mind and a continuous 5-year upward trend in Domestic Violence high risk cases and significant demand on all related services we are developing new delivery models and a Multi-Agency Integrated Domestic Violence Service early in this year.

Opportunities in 2015 and areas of particular progress planned

- Integration of MARAC and MASH
- Development of CSE Hub in MASH
- Integration of MASH and Child Protection Team
- Opportunities being actively sought for further integration across Solent and SCC in relation to Children's Centres and Early Help Services.
- Probation and Mental Health Services to be represented in MASH
- Multi-agency data analyst in MASH
- Delivering differently re Youth provision
- Integration and delivery of Early Help Services for young people who attend alternative education provision, and Polygon
- Development of closer links with community and faith leaders.
- Embed performance management culture across service.

Three key indicators/areas we will improve outcomes in:

- Timeliness of 24 hour decision making Target 90%
- Increase in the number of our families in Work
- Sustain re-referral rate between 20% - 24%

Early Help Service

In recognition of the need to shift high demand and high tier responses to more prevention and early intervention we have brought together and integrated the range of multi-agency resources and Families Matters into the Early Help service. The research undertaken by the Children and Families Transformation Board and the learning from Serious Case Reviews published last year highlighted the critical risks inherent in the previous fracture of children's services across the City that created both gap and duplication and associated risk for children and their families.

The Early Help service comprises of five key teams focused across the age spectrum; 0-19 years. The service teams operate a Lead Professional and Team around the Family approach.

There are 4 Children Centre clusters offering universal and targeted provision from 60 venues across the city. The teams and services are all multi agency incorporating health professionals, education and social care staff and the Families Matters programme. The Children's Centre's have completed a successful transition to cluster working and have adopted the Universal Help Assessment (UHA) to assess and plan targeted interventions for families with more complex needs. A multi-disciplinary 'triage' meeting is held in each cluster to review new UHA's and this has the benefit of input from Health Visitors, early years providers and voluntary services to improve responses to families most in need. A tracking and case recording programme has also been implemented in 14/15 that is intended to better evidence the impact and outcomes for children using the centres (as recommended by Ofsted).

Multi-partnership Advisory Boards are established in each cluster who lead on local performance. Some challenging targets have been set to improve on already strong performance in 2013/14. For example in the West 75% of children using the Centre's who were LAC, CP or CIN had been registered with a target in 14/15 of 97%. In 13/14 75% of parents attending Adult Learning courses in the South completed the courses. 57% of families from BME backgrounds sustained contact with the Centre's in 13/14

Ofsted findings for Children's Centres in the South East, published in September 2014 placed Southampton in the top three performing local authorities, with Brighton and the Isle of Wight. All

of the centres inspected by Ofsted in 13/14 have been rated as either Good or Outstanding. Business priorities set by the 4 advisory boards aspire to exceed 'good' across all four clusters.

Ofsted said.....

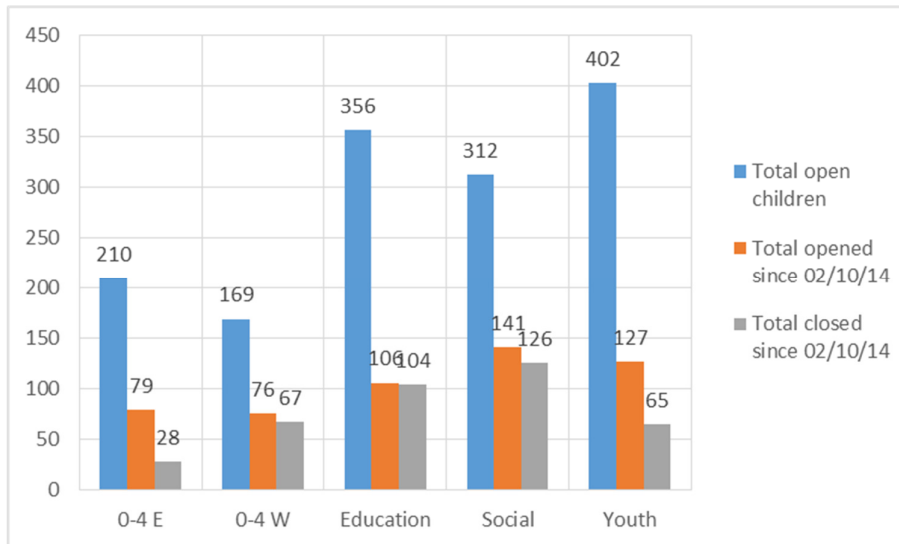
Children and families can access support from a wide range of early help services and those with more complex needs receive well-coordinated and, when necessary, more intensive support.

And

The local authority's troubled families project (Families Matter) is helping many families with entrenched difficulties to improve their care and parenting. This work is now well integrated with other early help and targeted support.

The Service has been required to pick up significant levels of new work as the increase in MASH referrals has largely flowed through to this area. Overall volume continues to increase, the Early Help teams currently work with 1,449 children – this excludes the numbers of children who access services through the Children's Centres.

Early Help Workload



Opportunities in 2015 and areas of particular progress planned

The clear intention of the Early Help Service is to intervene with families in an intensive manner before problems are severe and then step down to the universal sector. On many occasions the service is presently operating from a de-escalation position rather than a true Early Help

perspective. It is proposed this year to re- orientate the service further towards providing a range of Early Help interventions.

The service has huge ambitions for this year having secured the innovation bid for Delivering Differently for Young People. Working with DfE advisers there will be a newly developing and improved youth offer to support young people remaining safe and well in their communities.

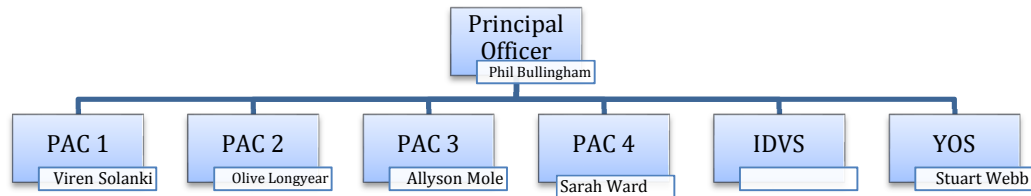
An increasing number of schools have 'bought back' Education Welfare Service provision from Early Help and interest has increased, with more schools requesting time from the service. The service is planning a 'school' attendance campaign for 15/16 in partnership with key stakeholders across the city, including schools, young people and parents.

We see this year as the opportunity to reach out to wider partners including neighbourhoods, housing and Police teams and ensure the service teams are connected with our local communities whilst further integrating services/disciplines including the Education Welfare Service, school nursing and health visiting.

Three key indicators/areas we will improve outcomes in:

- Timely completion of Single Assessments within 20 days – target 100%
- Improving school attendance rate, to achieve 4.4% (National Average) or lower.
- Ensure focus of Early Help work is child orientated with quality assurance audits ranking the quality of Early Help engagement as at least good (100%) or higher.

SPECIALIST CORE SERVICES



This service stream leads all of the Protection and Court social work teams, the Youth Offending Service and will lead the new multi-agency Integrated Domestic Violence Service.

The Protection and Court Service (PACT) continues to support children, young people and their families; where concerns are such that the intervention of the Local Authority needs a framework and structure aligned to a statutory function. This includes child protection planning and also supporting children through the Public Law Outline process, both within the context of care proceedings and also through active case management pre-proceedings.

Within the service, 4 teams support 36 social workers, 8 Family Engagement workers and 4 Advance social work practitioners overall - led within each team by a team manager and an assistant team manager.

The function of PACT is to assess the risk and harm children and young people are exposed to and to intervene, so as to reduce harm and increase parenting effectiveness and family support. Where necessary children become looked after outside of their immediate families to secure safety and following this, the work of PACT is to assess and support parents and care givers to improve their circumstances, so as to ideally resume the safe care of their children and relatives. Much of the work in PACT has a legal framework surrounding a child's care plan, this will mean children are subject of proceedings within the local family courts and their circumstances assessed to achieve positive long term planning. This can mean either the family are supported in continuing the care of their children/relative or that foster carers / adopters are sought for children and permanency is secured for them formally outside of their birth family.

The challenging themes PACT oversee and influence on a daily basis include domestic violence and abuse – which is at such a prevalence in Southampton that the development of a specialist

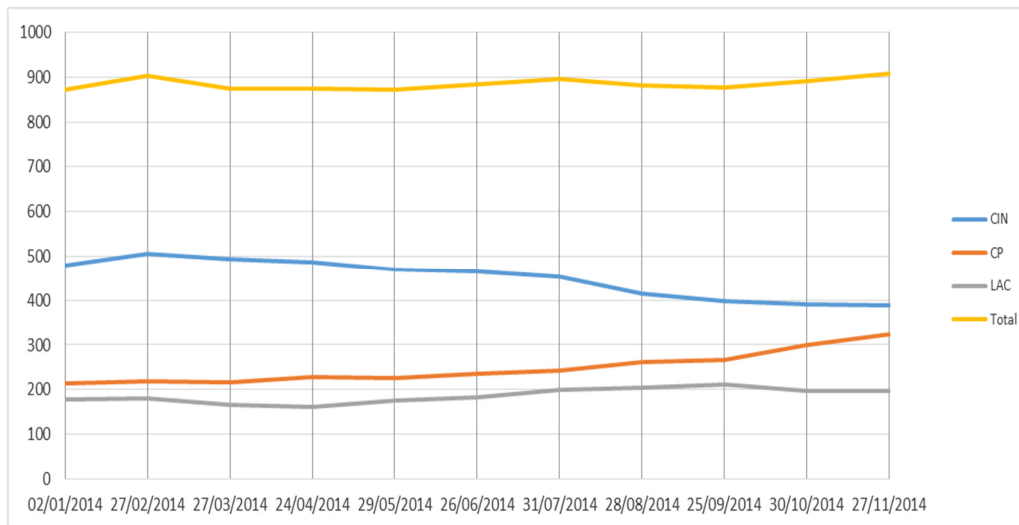
Integrated DV team is underway and will in part be resourced from the PACT service. PACT are also working with complex issues of parental mental health, substance misuse, complex behaviors and family breakdown. The resolution of these issues is complex to achieve and always require a multi-agency approach, which PACT work hard to maintain in the best interests of the child.

Commonly cases in PACT are held and worked for a period of 9 to 18 months. The period of work within care proceedings is focused to 26 weeks, as per the Family Justice Review and local family court expectations. PACT are increasingly effective in regards to these time scales and are also working hard to reduce the levels of cases needing to be put before the Court, by earlier planning and assertive engaging at the pre-proceedings stage.

Ofsted said

Children and young people are benefiting from more timely court proceedings which are reducing the period that children have to wait before having some certainty introduced into their lives. In cases initiated since May 2013, government targets of 26 weeks are not being met, but the length of proceedings has reduced from 41 to 34 weeks and continues on a positively downward trajectory.

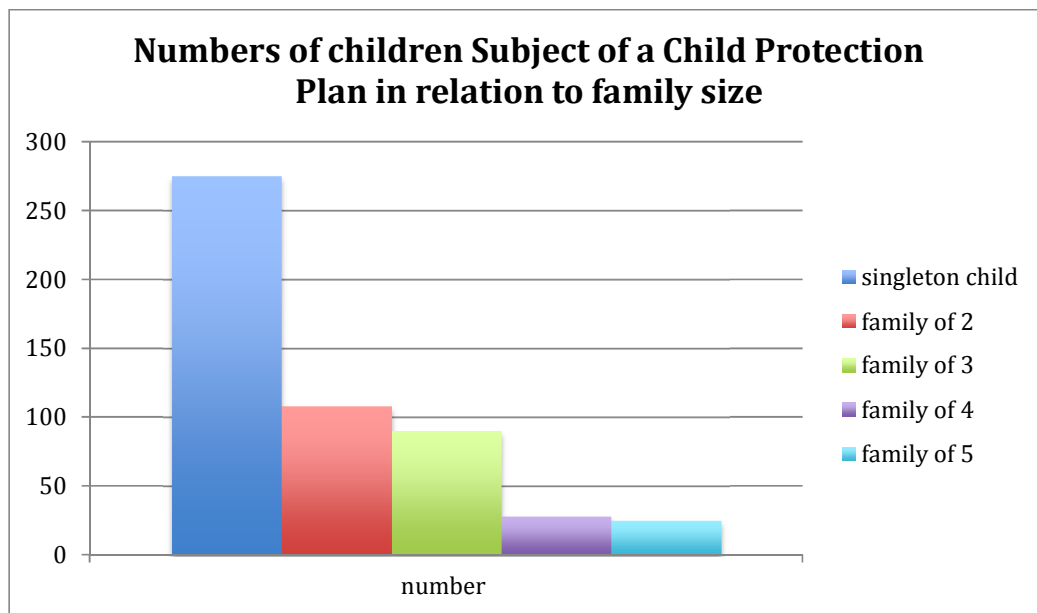
The distribution of types of cases across the PACT teams



PACT caseloads are complex for social workers to oversee, though are becoming more manageable through careful allocation and tracking; to ensure effective timeliness for children. Performance reports for PACT still need to improve and over the next 3 months the influence of new monitoring and tracking systems will assist workers and managers in overseeing their responsibilities more effectively.

Recruitment within PACT has been a challenge over the past 4 months in particular. A renewed recruitment drive has seen all posts covered with both permanent workers and locum social workers in the interim – as of mid Jan15. The service is also developing an academy for new

starters, so as to ensure they have the right skill mix and abilities to perform in PACT. Over the next 3 months, as our new recruits come through the academy and into full caseholder responsibility by April 2015 we will see a reduction of locum staff and a permanent workforce.



We know from our research that the city has more large families than other core cities and this is reflected in the number of large families within the City requiring support from PACT. This pulls through into large numbers on child protection planning (here, for example, five families of five or more on Child Protection Planning at present) and where these cases transition into becoming looked after there are significant challenges in relation to the availability of suitable resources.

Targeted work to capture change opportunities for families early will be a key focus for PACT over the next 6 months. With early and assertive child protection planning, coupled with an increase in pre-proceedings activity; we are likely to see a reduction in the numbers of children becoming subject to care proceedings and ultimately (alongside a project to reduce numbers of Looked After Children across the service) a reduction of children becoming looked after.

Ofsted said

Children of all ages subject to child protection and children in need plans, have access to a wide range of services to help support them. Many examples were seen of interventions resulting in good outcomes, including supporting real improvements in good and protective parenting, and abusive carers being permanently removed.

However, PACT as a service needs to improve further performance standards across Child Protection planning and before the Court in order to be considered a Good service.

Three key indicators/areas we will improve outcomes in:

- We will maintain consistently good standards of work in formal settings such as the family proceedings court and at child protection case conference.
- We will ensure timeliness for our children's planning through use of the legal tracker and a weekly legal planning process to ensure case progression is actively driven and by developing effective care planning we will be able to more readily support the permanence of children.
- We will improve timeliness of visits to all children bringing them to 90% in time with agreed plan.

Southampton Youth Offending Service:

There is evidence of improving outcomes for Southampton children and young people involved in the youth justice system; as a result of the work of the Youth Offending Service and partners to improve performance, alongside a strengthening focus on quality assurance and developing 'best practice' in local provision.

In February 2014, the Youth Offending Service participated in a Local Government Association Peer Review of youth offending and community safety in Southampton. Following on from the review, consultancy work was commissioned that supported a review of youth justice governance arrangements.

A revitalised YOS Management Board; including a consistent level of senior officer membership from across the partnership; is now offering clear strategic direction to support the local priorities. Strong responses to serious youth crime prevention and improving education, training and employment outcomes are developing; alongside innovative work in respect of implementing restorative practice in wider settings across the City.

The service continues to participate in the Youth Justice Board Reducing Re-offending Project. This piece of work has been valuable in identifying local re-offending trends and also practice issues. This has led into commissioned training for staff, as part of the service development plan. The Youth Justice Board have identified the Southampton Reducing Re-offending Action Plan as good practice.

Victim impact and risk taking behaviour work and the service's accredited arts provision were identified by the Youth Justice Board as 'emerging effective practice' in 2014. The Kri-8 Arts programme also achieved Artsmark status. This is an important acknowledgement of the quality of service provision and a development that will support the wider work around improving ETE outcomes.

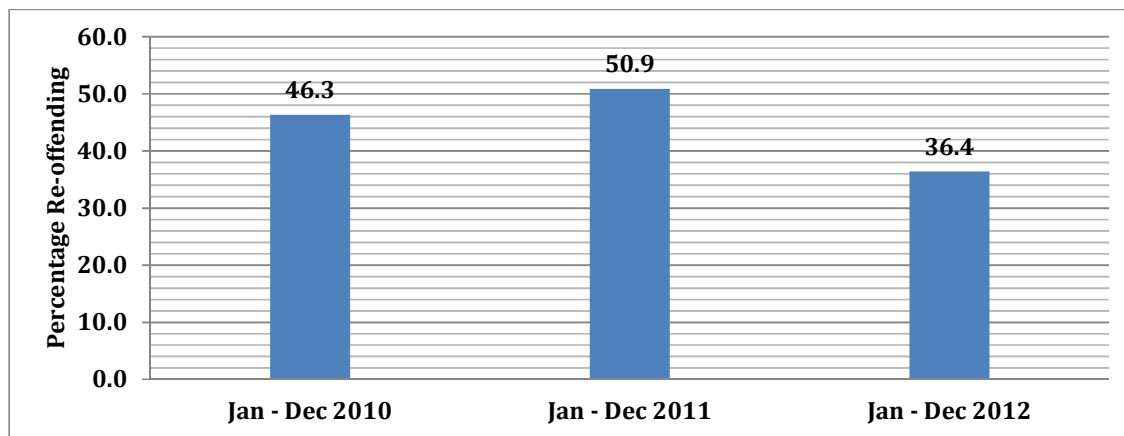
Regarding performance improvement, the Youth Offending Service reports against three national performance indicators: reducing first time entrants into the criminal justice system, reducing re-offending and reducing custody. There is still significant work to do. However, there is evidence that performance is improving across the board.

The latest Youth Justice Board data for Southampton shows:

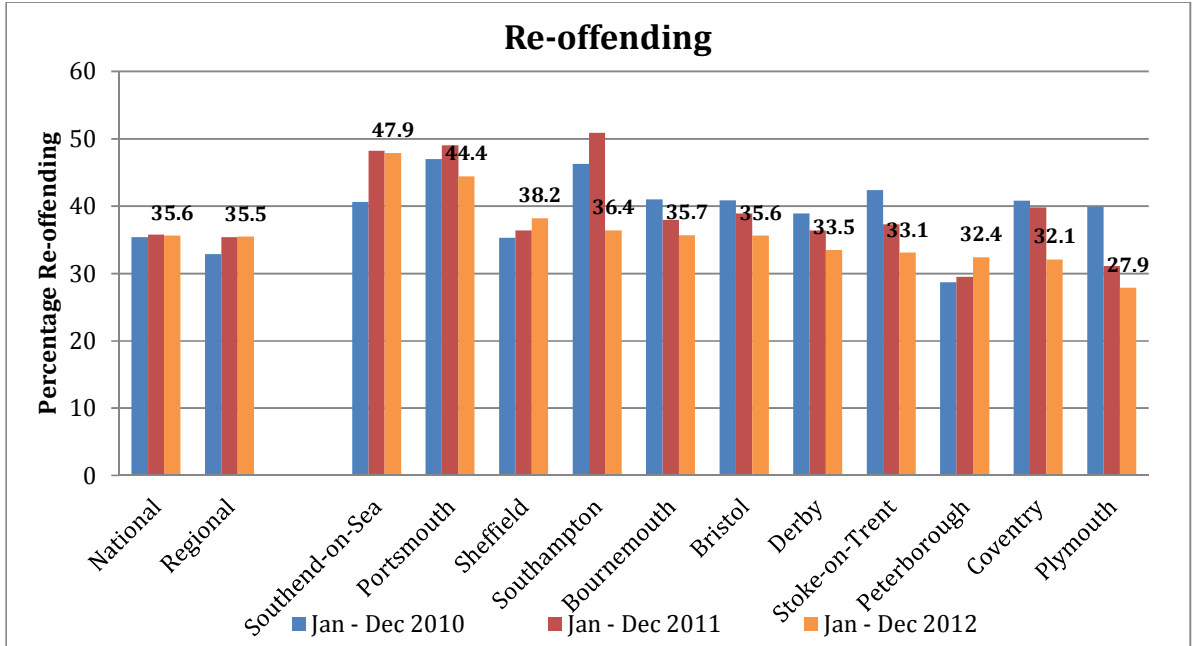
- A reduction in youth re-offending by 14.5%
- A reduction in youth first time entrants by 40.6%
- A reduction in youth custodial sentences by 30.4%

Performance improvement work is supported by the Reducing Re-offending Action Plan and robust joint decision making work with police. More detail regarding improvement against the National Indicator is included below:

Re-offending:

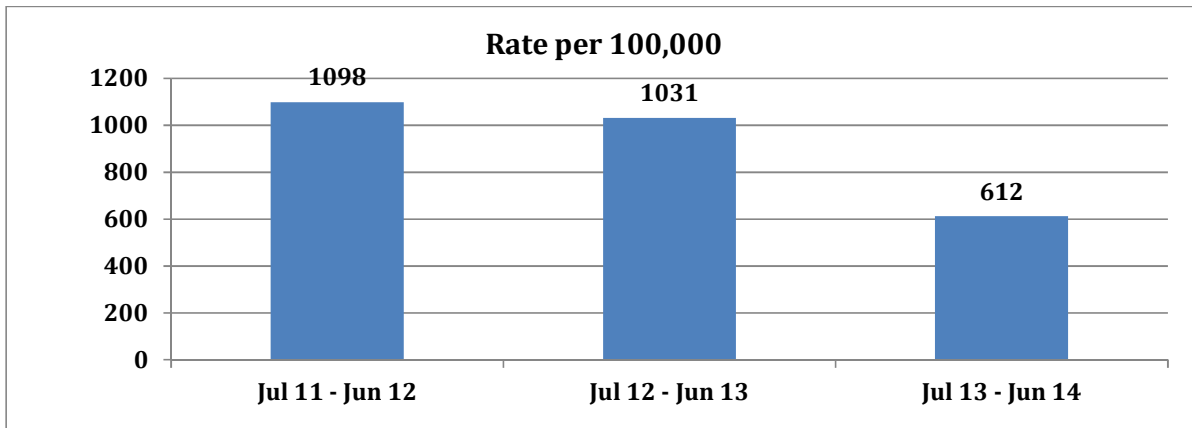


Southampton 3 year trend data

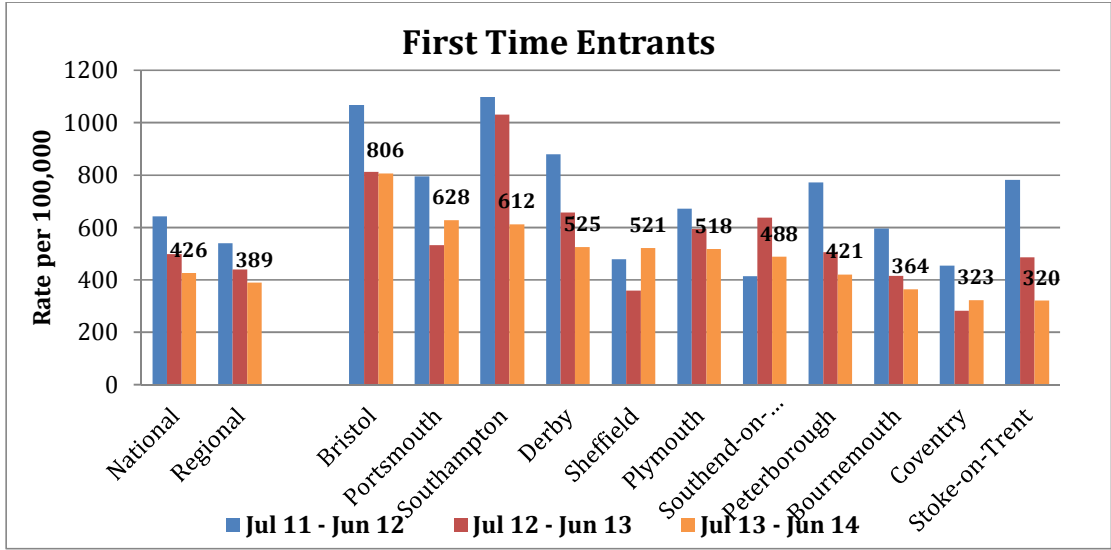


Statistical Neighbour comparison data (latest percentages displayed)

First Time Entrants

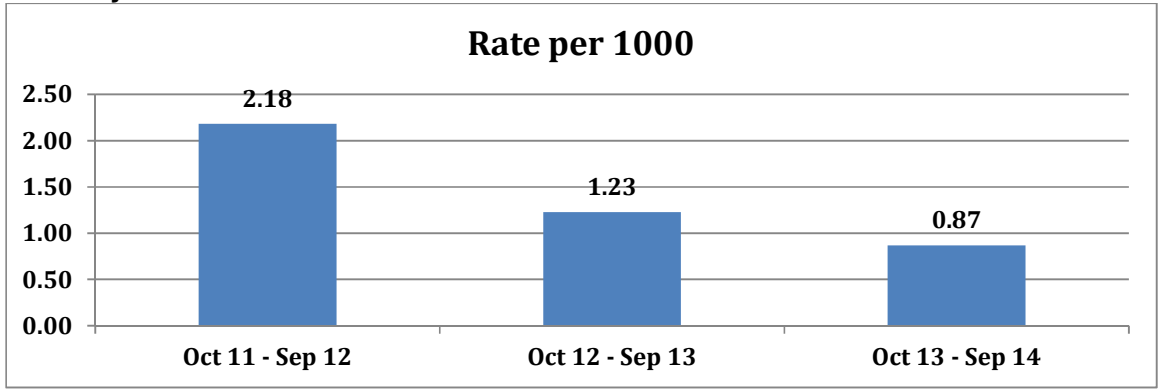


Southampton 3 year trend data

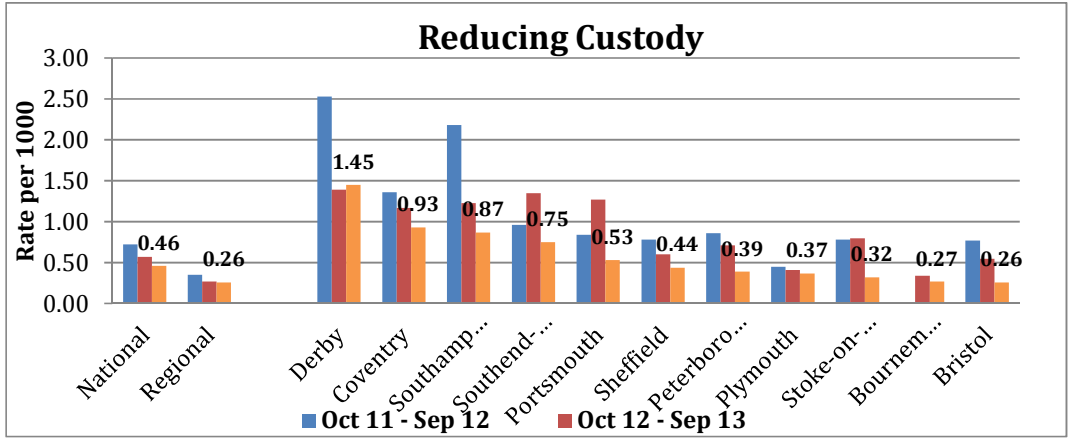


Statistical Neighbour comparison data (latest percentages displayed)

Custody:



Southampton 3 year trend data



Statistical Neighbour comparison data (latest percentages displayed)

Areas of focus for 2015 and areas of particular progress planned:

The service priorities are defined in the 2014 – 17 Youth Justice Strategic Plan as:

Strong performance and resilient service delivery

- Re-offending, first time entrants and custody rates in Southampton will reduce over the three year period.
- Performance improvement will be underpinned by a clear understanding of local themes and trends. Real time data will be used to show the effectiveness of local youth justice provision.
- Southampton is an early intervention city. The YOS will develop its prevention and diversion work; with a strong focus on targeted youth support. A resilient service model will produce outstanding results for its young people, their families and the local community.
- Youth Community Resolutions will be used more effectively to divert young people from crime and support victims through restorative interventions. Strong partnerships will respond to those young people subject to statutory intervention, because of the persistence or severity of their offending.
- Education, employment and health outcomes for young people will significantly improve. The YOS will actively contribute to the city's Employment, Skills and Learning Partnership. Innovative opportunities will be created and co-ordinated to better engage with young people.

Delivery of high quality work

- Youth justice work with young people, families and victims will be based on a commitment to best practice and research proven interventions. Evaluation of our work will be commissioned through the local universities.
- A skilled, stable, well-managed workforce will undertake assessments that are of consistently high quality; underpinning offending behaviour work that is routinely recognised as 'effective' by the Youth Justice Board.
- Local families who meet the Troubled Families criteria will receive robust and effective interventions, delivered through a strong local partnerships.
- Local service delivery will develop robustly to meet the impending changes and challenges in youth justice system i.e. Asset Plus, the implementation of unpaid work and attendance centre provision.

- We will retain a focus on particularly vulnerable groups: Offending by children looked after will be addressed through the establishment of a Hampshire-wide protocol with police. The YOS will contribute effectively to Southampton's Multi Agency Safeguarding Hub (MASH) and local responses to missing, exploited and trafficked children and serious youth crime prevention. We will fully implement our Resettlement Partnership agreement.
- We will develop and implement an action plan to effectively link our young people with local Education, Employment and Training provision, and support them to achieve their goals.
- Public protection and safeguarding work will consistently be of a high standard. The service will review provision against the findings of the Criminal Justice Joint Inspection in August 2014 and work with the YJB to undertake a self-assessment in 2015. A Youth Justice Board Peer Review will be requested to assess the quality of service provision in 2016.

Supporting victims through restorative practice

- Restorative justice interventions will become a core component of every young person's intervention plan, with the wishes and needs of victims being considered in every case. Restorative justice interventions will be supported by high quality victim impact work.
- Restorative approaches will be promoted across a range of partners in Southampton to underpin effective prevention work. The vision of a 'restorative network'; offering training, support and embedding restorative justice further into local practice and service delivery will be developed.

Ensuring that service users are central to youth justice development

- Young people will be empowered to make a contribution to local youth justice services through the 'Have Your Say' group.
- Parents and young people will be more actively involved in interventions planning through a review of Referral Order arrangements and the development of planning meetings for all other statutory Orders.
- Victims will be routinely consulted regarding the service that they have received and their feedback used to shape future provision.
- Community engagement work will ensure that Southampton residents are better informed about service delivery and have the opportunity to participate.

Effective governance

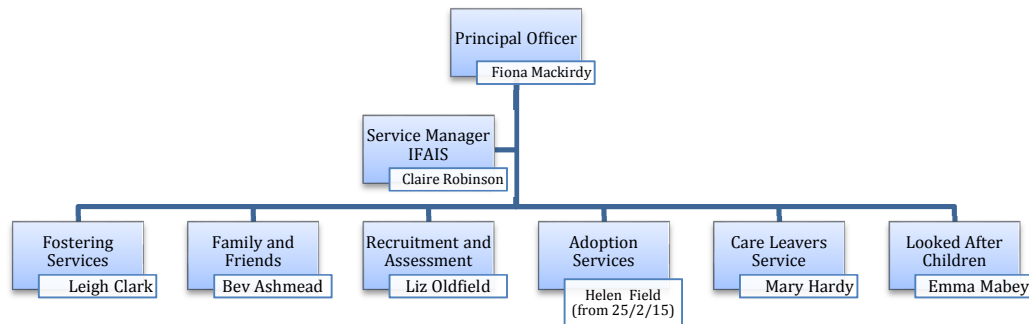
- A review of youth justice governance arrangements was commissioned in 2014 and the management board was reinvigorated through partnership development work and shared target setting.

- Local governance arrangements, which are underpinned by a joint working agreement, will be based on a culture of shared understanding and a commitment of learning from others.
- The YOS management board will ensure that strategic development is supported through robust consideration of local data. In doing so, effective service alignment and commissioning opportunities will be identified and partners' priorities will be achieved.
- Southampton youth offending partnership will be dynamic in ensuring that youth justice resources meet local need and that services provide value for money.

Three key indicators/areas we will improve outcomes in:

- The first time entrant's performance improvement target for 2014 – 17 is *to be better than* the national average. Based on current data, this would require a reduction to under 460 young people per 100,000 young people aged 10 – 17 years. There will be a local target of a 30% increase in the use of YCRs during 2014 / 15.
- The re-offending performance improvement target for 2014 – 17 is *to be better than* the national average. Based on current data, this would require a reduction in offending by over 13%. There is also a local performance indicator in respect of re-offending in the 2013 / 14 youth cohort in 2014 / 15 of 35% (the national average).
- The custody performance improvement target for 2014 – 17 is to be *better than* the national average. Based on current data, this would require a reduction of custodial sentences to a maximum of nine per year over three years.

LOOKED AFTER CHILDREN AND RESOURCES STREAM



Services in this stream include

- Social Work team for Looked after Children up to age 14
- Social Work team (Pathways) for Looked after Young People aged 14 and over, and Care Leavers
- Adoption Team, focussed on family finding, placement and support for children who have a plan for adoption or those affected by adoption
- Fostering Team, focused on supervision, support and quality of care of foster carers
- Friends and Family Fostering Team focussed on assessment, supervision and support of family and friends foster carers and special guardians
- Recruitment and Assessment Fostering team focussed on recruitment and assessment of foster carers and adopters
- Integrated Family Assessment and Intervention Service – incorporating the Behaviour Resource Service, Looked after Children CAMHS service, the Contact service and the Specialist Assessment Team.

The service also leads on a range of outcome areas and commissioned services -

- Participation of looked after children and commissioned service to support the Young people in Care Council (YPICC)
- With Housing, ensuring sufficient and suitable accommodation for care leavers
- With the Virtual School, ensuring positive education attainment, attendance and achievement

- With Solent NHS Trust, ensuring positive health outcomes for looked after children and care leavers
- Ensuring suitable and sufficient placement options for looked after children including commission of IFA framework
- With Skills and Regeneration, ensuring looked after young people and care leavers have opportunities for employment, training and education.
- Oversight of services to support looked after young people missing from care or at risk of exploitation or trafficking
- Support to Corporate Parenting Committee and Elected Member corporate parenting responsibilities

2014 has been a challenging year in the world of looked after children. The increasing numbers of children across the service and a lack of local placement availability and some issues with quality of placements resulted in an increase in IFA use, interagency adoption placement use and children placed out of authority. This has had associated budget and service impacts. The Looked after Children, Adoption and Care Leavers service had poor performance outcomes. There had been drift in planning for children that led to chaotic lifestyles for Care Leavers and a substantial backlog in adoption work.

There have been significant performance issues in Solent NHS trust which has impacted on timeliness of initial and review health assessments contracts warnings have been issued and lead officers have worked together to draw a recovery plan including co-location of LAC health colleagues with the LAC/Pathways team.

It is essential that we ensure the provision within which we place our children is of a good and secure quality and we have worked hard this year to ensure all SCC foster carers meet stringent practice standards and are supported by staff who operate from the highest expectation base. Foster carers are well trained and well supported and recruitment and retention rates are generally good although this year has seen an increase in de-registrations. BRS provides therapeutic support to foster carers to help them understand the complexities of children and young people's emotional needs and experiences and how to respond to challenging behaviour.

Ofsted said...

Children and young people's achievements are regularly celebrated, and foster carers provide good opportunities for young people to experience leisure, cultural, sport and social activity.

As part of the Children and Families Transformation Programme we strengthened carer recruitment and by the end of Quarter 2 there were 27 new carer households assessed exceeding the 6 monthly target.

Too few Care Leavers had not remained in contact with the service in the past although today with substantial work undertaken by the Pathways Team in the second half of last year this number has improved greatly to 96%. A lack of contact and a lack of corporate parenting oversight have seen

young people not moving onto further or higher education or benefitting from apprenticeships and the number of young NEET's is at an unacceptable level.

We have now defined an improved offer in respect of apprenticeships and training opportunities and can see early evidence of increased take-up by young people this in a year when we also saw improved GCSE results for looked after children cohort.

Our Care Leavers have told us that suitable and safe accommodation is a top priority for them – they have not previously felt that was on offer. The percentage deemed to be in suitable accommodation has risen from 74% in the earlier part of the year to 87% at years close. Last year increasing numbers of our children were 'staying put' with their foster carers with 19 such arrangements ongoing, and 13 were supported in a range of more flexible accommodation with floating support with the option of taking on their tenancy as the outcome.

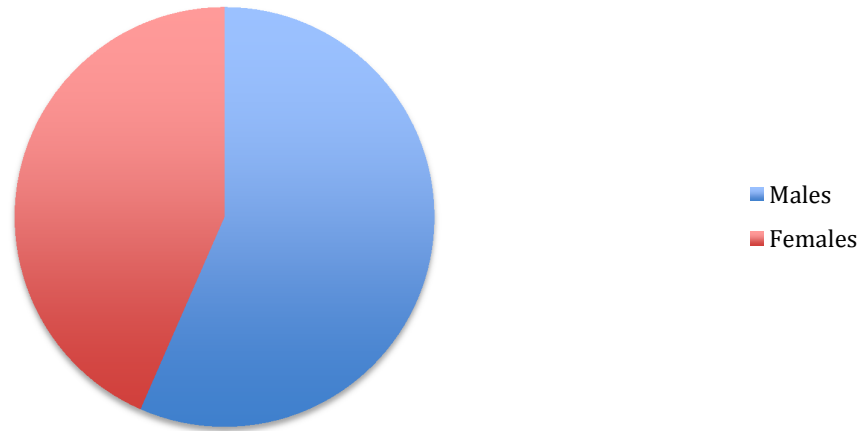
Work is progressing on developing a wider range of improved housing options for care leavers. In response to feedback from young people, including care leavers, local hostel providers are developing support services, teaching skills and engaging young people in more positive activity to address the issues of social isolation and negative peer influence. Possible options of developing shared houses with high levels of support are being considered specifically for care leavers. Commissioning activity in respect of the accommodation with floating support will further develop the quality and value for money of this type of provision.

What do we know about our Looked after Children?

The vast majority of children live in long-term stable placements. Overall placement stability is good, with few (10%) children experiencing more than 3 moves in 12 months which is lower than the national average of 11%.

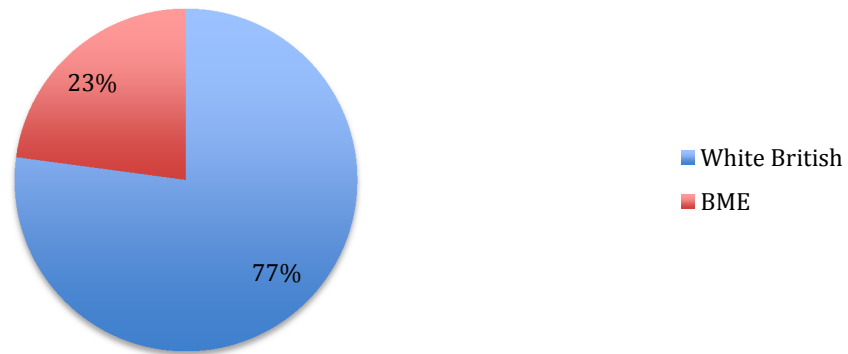
Only 10 children are presently in a children's home – these are always complex care placements. The vast majority of the remainder of the children are in foster care 2/3rds in SCC provision and one third in IFA Provision.

Gender of Looked after Children



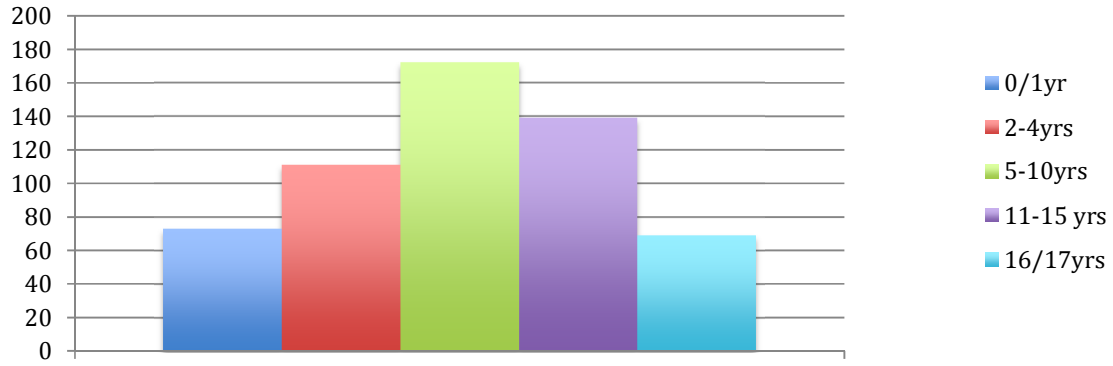
There are more boys than girls.

Ethnicity



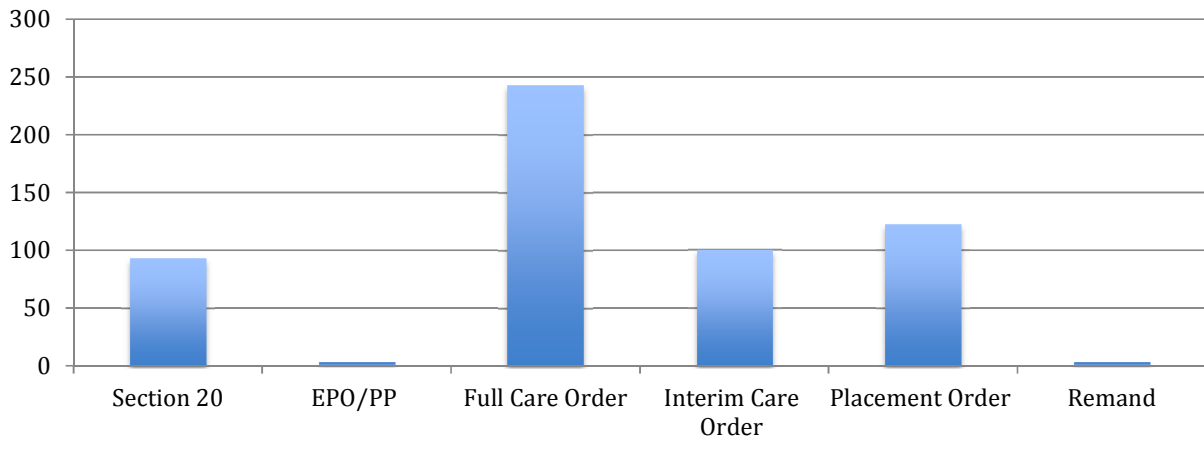
They are largely representative of the local child ethnicity groups.

Ages of Looked after Children in the City



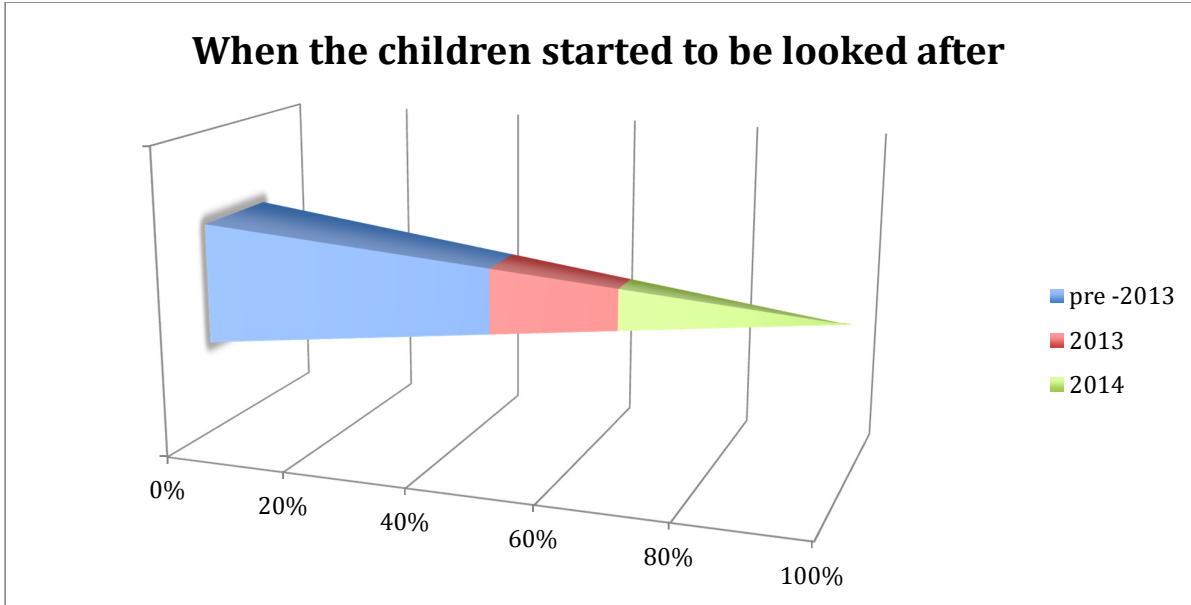
More of them are Primary School age but generally we have more under 4's than other authorities.

Legal Status



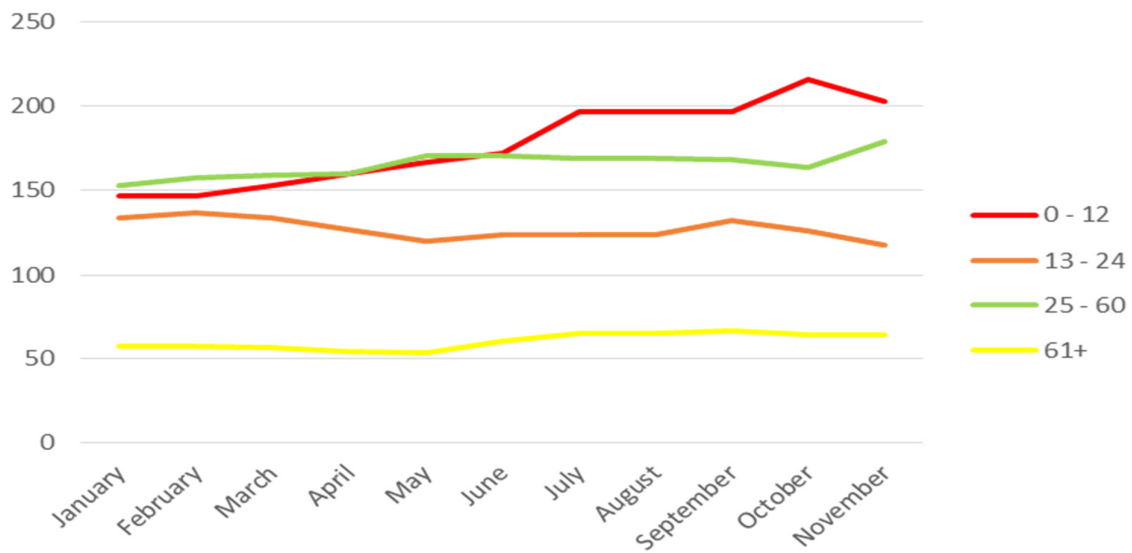
They are mostly on Legal Orders.

When the children started to be looked after

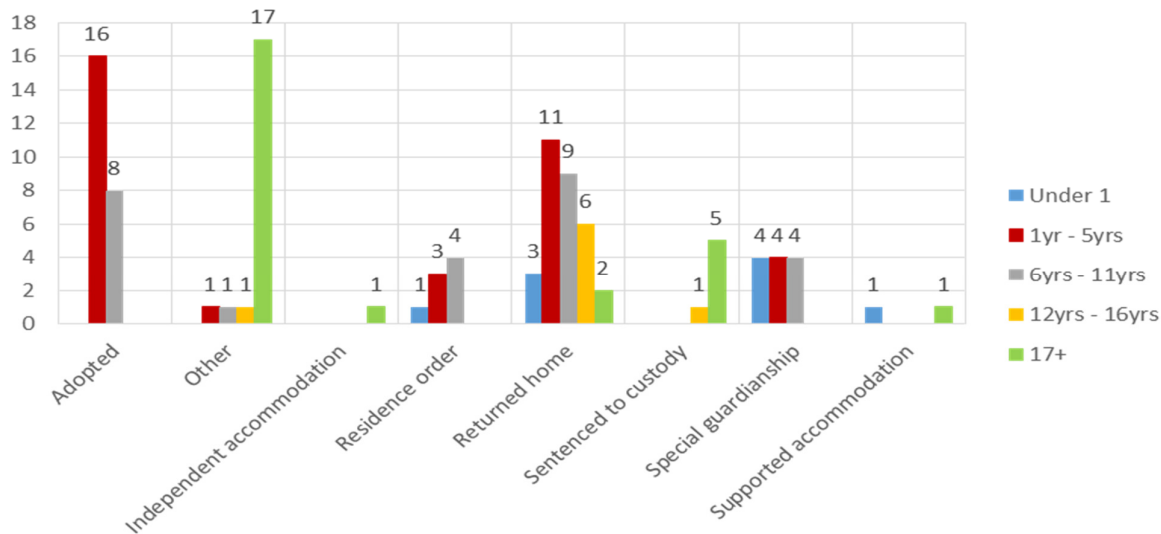


Many of them have been looked after for some years.

Length of time in care



Where they go when they leave care



Adoption

Adoption of children in care is an area of particular focus locally and nationally – it is a complex area highly regulated and with an ever increasing range of performance frameworks.

There were 30 adoption orders granted in 2013-14 and 30 adoption orders in first 9 months of 14-15.

However there remain 122 children with a Placement Order, that is, a Family Division court has granted an order that the child should be adopted. 45 of these children are already placed with adopters but remain looked after by the City Council until the final order goes through (this cannot be applied for until the child has been with the adopters for at least ten weeks).

There are a small number of children for whom the plan for adoption will need to change because it has not been possible for a variety of reasons to match them to a permanent family.

This leaves 70 children for whom we are actively looking for adoption, 25 of whom have been waiting for more than 18 months. Of these 70, all except 5 children have one or more of the characteristics that make matching more challenging: male, part of a sibling group, 5 or over when entering care or disabled.

We have had specific negotiations with VAA's who may have adopters more likely to meet these needs and have put a business case to elected members to invest in interagency placements to deliver better outcomes for children and financial savings in the medium term. We are actively considering the [IAMS project](#) for children where their needs are particularly complex.

The Adoption Register is used, but we have not found it particularly helpful and no recent matches have come through the register. We have therefore subscribed to Adoption Link as we feel this is more likely to produce possible matches for our children. The adoption reform grant has been entirely used to ensure interagency placements can be funded.

We regularly send profiles of children waiting out to other local authorities and VAAs and take part in local profile sharing events. We are part of the new Adoption South Central consortium, and have organised and taken part in specialist profile sharing events, with one or more consortium partners. We have increased capacity in the adoption team by way of an interim Adoption Improvement Manager for a six month period from September 2014 who is leading on family finding and timeliness for children's adoption.

We have matching options for 42 of these children already identified and we anticipate they will be placed this year. We will also rescind the plans where adoption is no longer being pursued for some children. We expect to have a further 9 children where Placement Orders will be granted in the next 3 months and approximately 12 children where adoption will be the plan but where PO is not yet granted. Work will continue on finding matches for these children and those already waiting.

Ofsted said...

Children are currently progressing through the adoption system more quickly than they did previously. 82% of children placed for adoption have been placed in the last 12 months. 6 children were matched within three months of the local authority receiving court authority to do so and a further 21 were matched within 6 months.

However the historical delay for some children has seen their life chances impacted upon. With the adoption team now stabilised with permanent staff and low levels of sickness and turnover we can feel confident that the right progress is being made.

We have 33 of our own adopters but 27 already have children in placement. There are 18 prospective adopters who are presently being assessed.

This means that overall, in the future, we are likely to have approximately 25 children at any one time waiting for adoption.

Opportunities in 2015 and areas of particular progress planned

- This year will see increased numbers of children placed for adoption and securing permanence via Special Guardianship Orders
- The Looked after Children project will review the care plans of all children who do not presently have a care plan for permanency

- Development and embedding of co-location and cross agency work particularly in health, housing and skills creating improved pathways for health and wellbeing of newly looked after children
- Develop the care placements team within the Integrated Commissioning Unit to improve placement quality, sufficiency and cost outcomes
- Continued traction in having more young people in ETE, and successful in higher and further education

Three key indicators/areas we will improve outcomes in:

- Reduce number (and cost) of children placed in independent fostering and residential placements from one third of fostered children to one fifth within 12 months
- Increase in numbers of young people in education employment and training to 49% (from current performance of 39%) and suitable housing
- Reduction in overall numbers of looked after children to 470 by March 2016 and reduce the average time children spend in care.

Integrated Family Assessment and Intervention Service

This newly merged service was formed as a result of phase one of the transformation of children and family services in April 2014. The sites at Derby Road, Peartree Avenue and Sutherland Road were successfully closed down and the services of BRS, Contact and the specialist Court Assessment Team moved together to 315 Coxford Road to become the Integrated Family Assessment and Intervention Service (IFAIS).

Since this time, there has been some integration of function and a reduction in duplication of task across the teams. The Assessment and Contact team are now jointly managed and the clinical supervision of the contact practitioners is provided by the assessment social workers – there is some evidence that this is raising practice standards in the contact sessions and is the start of the change work required in this area.

We have successfully introduced a small level of clinical psychology to the assessment team, with further progress planned in this area over the next few months. The clinical psychologist has just started to facilitate a mini – assessment model, based on the success of the focused systemic assessment model of the BRS; this provides additional evidence for the ‘capacity to care assessments’ presented within the court arena. This will be rolled out further over the next quarter.

Specialist supervision has been introduced to the assessment and contact team in the area of working with children through play to ensure sessions are child focused and to support the analysis of the meaning of play, facilitated by the advanced practitioner for therapeutic play at the BRS. This has raised practice standards, with reports being more child focused. In addition a

training programme has been facilitated to the contact team in this area. Reflective clinical case discussion has also been incorporated into the team meetings using the systemic model. The BRS have continued to develop as a service, being recognised both by the Care Quality Commission (March 2014) and Ofsted (May & July 2014) as an area of good practice, providing therapeutic work to the city's Looked After and Adopted children.

Ofsted said....

The Behaviour Resource Service provides very good quality interventions and support for looked after children with therapeutic needs. Looked after children can also access good support if they have difficulties with substance misuse.

The "adoption pilot" funded via the adoption grant, to provide Theraplay as a model of choice to new adoptions is now being embedded as part of routine practice for this cohort of children.

The development of NVR – The New Authority has continued to progress over the last year, providing the evidence base for this model nationally as an integral part of NVR UK. This has now grown to include both the training programme for parents, NVR support groups for those parents who have graduated from the first programme and the development of parent mentors. The two lead facilitators and 5 parent mentors presented at the notional conference in London in November 2014.

The Advanced Practitioner for Therapeutic Play was a finalist in the National Social Worker of the Year Awards, 2014, with the BRS winning the Silver Award for Team of the Year.

Capacity within the service has been a significant challenge over the last year. Demand for these services has remained high and despite a backlog of work in some areas when merged there are presently only 4 outstanding Capacity to Care assessments.

The demand for protective parenting remains high and we are reshaping our intervention model to develop the role of parent mentors to support families in this area.

The contact team has also had pressure from demand on the service, higher levels of Looked after Children seeing them undertake higher levels of supervised and court assessed contact.

Opportunities in 2015 and areas of particular progress planned

For the Assessment and Contact arm of the service we will progress the area of "change work" with parents. The aim of this work is to build on their basic skill set of protective and practical parenting and raise awareness of both protective responses and emotional recognition for their children promoting the family unit and prevent the need for children to be removed from their parent's care.

Where children are removed from their parents care, we will develop the robust assessment models available and develop a rehabilitation programme model, where it is deemed safe enough to do so and it is in the children's best interests to be re-unified with one or both of their parents.

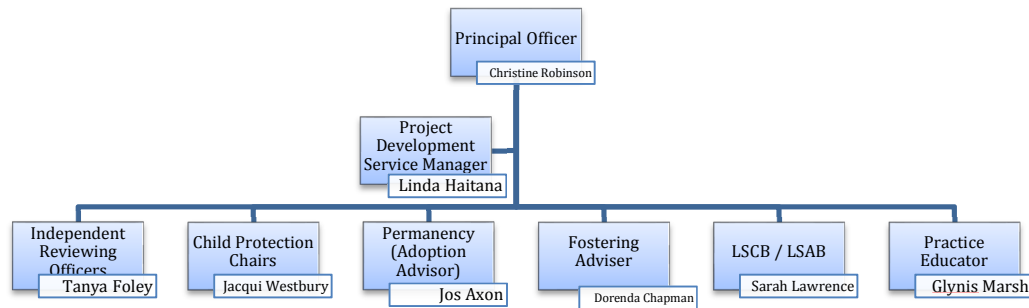
This will complement the development of a Family Drugs and Alcohol Court (FDAC) model in the city.⁵

We will further develop pre and post adoption support services, both within Southampton and potentially the wider context of the region.

Three key indicators/areas we will improve outcomes in:

- Timely and responsive allocation of work in all areas of service delivery (removal of waiting list)
- Routine collection of service user feedback to help inform and shape service delivery
- Productivity – increase the level of face to face client work time

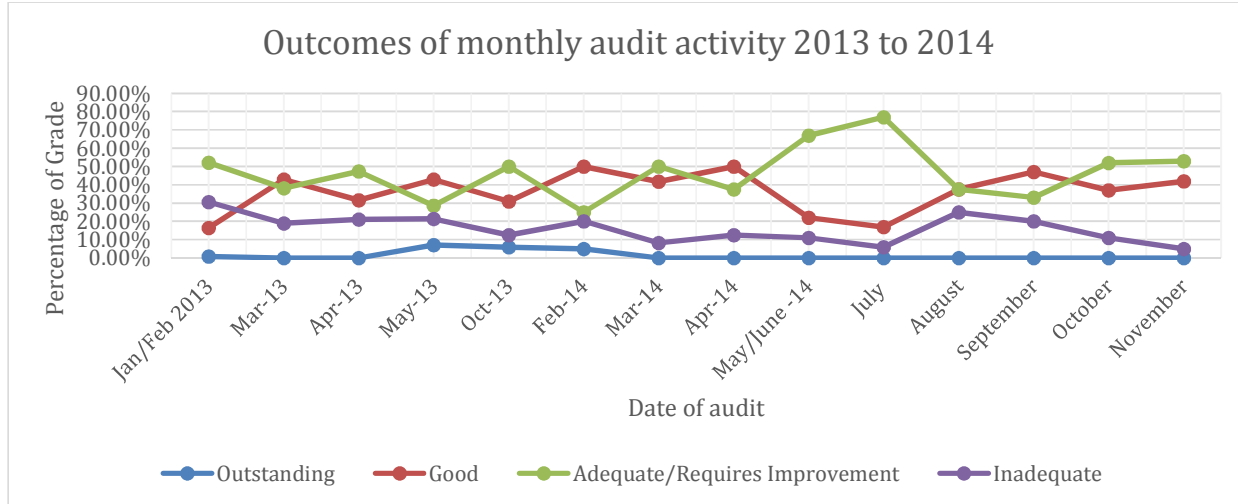
THE QUALITY ASSURANCE UNIT



This Principal Officer holds much of the statutory responsibility for quality assuring and regulating the internal service provision presently for Children's and Families and increasingly for all Peoples Directorate provision. The postholder is the Principal Social worker for the City's social workers across children's and adults services as required by the Munro report. She also acts as Agency Decision Maker for all adoption cases, a role regulated by adoption standards.

The unit was newly developed in 2014 and ensures that the City council now fulfils all of its statutory requirements. The unit's key role is to assure the quality of service interventions and where there are perceived risk or poor performance to take action to remedy. This includes an Audit Programme delivered locally by unit staff, partner agencies and by external independent people where required. This includes a twice yearly Back to the Floor week where all senior officers and Lead Members shadow front line staff to assure the quality of interventions by engaging directly with families and hear front line staff experiences of working in the City.

A range of thematic quality audits are commissioned from the team to deep dive into any areas where the performance reporting has highlighted a problem in addition to the routine monthly Peer to Peer audit programme undertaken within the service.



The period May/June/July here also records all of the cases reported back by Ofsted.

Three key indicators/areas we will improve outcomes in:

- Children have robust care plans that are effectively scrutinised by IROS that lead to secure placements and children achieving their potential
- The Audit programme indicates that the majority of work is good or better
- Community Engagement (focus on CYP and families) is embedded in SCC and multi-agency work.

Services within this stream include:

The **Projects Development Manager** drives new children and family’s projects and potential funding streams in matrix arrangements with operational leads. An essential role that has increased the level and flexibility of funding available to provide services to residents.

We have seen through the successful completion of Families Matter phase one with income generated from Troubled Families (grant, results payments) of £2.5m for the 3 year programme - leading to be one of 51 areas to be invited to pilot Troubled Families phase two. This will in turn lead to income generation of c£700k and improved outcomes for a wider range of children and families with multiple and complex needs and target explicitly our key objective of improving the levels of our families and young people engaged in work.

A successful Big Lottery bid to fund HeadStart in Southampton, £500k achieved for year one which is being utilized across the city partnerships to improve resilience and mental well-being of

10 to 14 year olds and successful development and delivery of a range of school-based programmes.

We are part of a small number of areas open to bid for £10 m Big Lottery funding for HeadStart phase 2 and in so doing to develop systemic multi-agency approaches to improve, in a sustainable manner, mental health outcomes for children

Following the development last year of a multi-agency strategy to tackle gender and family violence - including joint work with CAADA, to develop with local partners an integrated MARAC and MASH, we look forward this year to being the first LA to achieve an integrated MARAC /MASH providing more secure and efficient processes in delivering this crucial work. Implementation of the Integrated Domestic Abuse plan will commission and develop new integrated multiagency services to transform domestic violence responses in the city and thus improve outcomes for victims and their families and shift resources up-stream to more prevention and early intervention.

Three key indicators/areas we will improve outcomes in:

- Turning around 40% of families worked with in the new expanded Families Matters programme including improved employment outcomes for families including progress to work for ALL FM families that we 'turn around'
- Increasing the number of children of high risk victims intensively supported by specialist workers in a whole family response from 54% to 100%
- successful income generation/bid-making to increase income by at least 50%

Independent Reviewing Officers, a range of staff who are required to chair the Looked after Children review and provide challenge to the Local Authority in relation to children's planning in exceptional cases this can include direct reports to CAFCASS.

Child Protection Chairs who chair the initial and review conferences for all children subject of Child Protection planning and the management and development of the **LADO service**.

These three service areas are critical to ensure and assure the smooth functioning of Child Protection and Looked after Children planning. The team has improved its own performance this year in the face of significant capacity issues and driven a range of service improvements across the spectrum.

Ofsted said.....

The timeliness of reviews has decreased from 71% to 62% in the last quarter, and case examples were seen by inspectors of reviews being delayed or cancelled when this was not in the child's best interests. Some good examples of child centred reviews were seen, but in a minority of reviews, plans

were not sufficiently tested and some previous actions were not followed up. IRO absence and turnover has also meant that a significant minority of children have not had continuity of IRO and the distribution of review records has been delayed.

Recruitment to all vacancies is now bearing fruit and revised managerial oversight is driving improvements in timeliness and quality.

Ofsted said:

Child protection conferences are timely; with good attendance and reports by partner agencies. Social workers' written reports are provided in advance, and in the large majority of cases these are shared with parents prior to the conference. Conferences are well recorded and develop outline protection plans which address the presenting risks. Inspectors observed the 'Strengthening Families' model being used well with parents, who were encouraged and enabled to contribute their views. A recent evaluation of the model has been positive, with parents stating that seeing the problems written on boards assisted their understanding of what needs to change.

However they also identified that not enough older children were attending their own conferences and the service are working with commissioned advocacy providers to ensure this improves.

The Local Authority Designated Officer role as prescribed within Working Together 2013 is required to lead the investigation group in any cases where allegations or concerns are raised in relation to people working with or in a position of trust to children. The role is now a dedicated one and has seen a very busy agenda in the past year, with an increase in allegation and concerns form across the partnership.

Ofsted said....

Allegations against professionals are managed effectively by the local authority designated officer (LADO). Allegations are dealt with in a timely fashion, with good attendance by appropriate agencies at strategy meetings. Clear evidence was seen of the outcomes of these processes leading to children being better protected.

Three key indicators/areas we will improve outcomes in:

- Increase the % lac reviews held on time to 95%
- 100% of review decisions will be recorded on PARIS within 5 days and 95% of review reports will be completed within 15 days
- 100% of Review Child Protection Conferences will be held on time

The **LSCB/LSAB Board Manager** and project team. This key role has seen substantial improvements in how the LSCB functioned through 2014. Now newly taking over the functions of

managing the LSAB as part of an efficiency drive, this Board will also improve to ensure it meets the new statutory status within the Care Act 2014 from 1st April 2015.

The board management group coordinate a rich training programme for multi-agency staff through a pooled budget and resource pool arrangement – around 4,000 places delivered including training on Child Sexual Exploitation, Domestic Abuse and statutory Level 3 safeguarding training.

They also oversee the board and sub group structure including the coordination of any Serious Case Review or Partnership audits.

Ofsted said

There are sound arrangements for considering serious incidents and determining whether a serious case review is needed. The Board has published three SCRs in the last year. These were all historical cases that should have been the subject of serious case reviews much earlier. The decisions not to progress to SCR were challenged by the incoming DCS last year and overturned by an interim LSCB chair. These SCRs were well coordinated to ensure that common themes were recognised and lessons learned. This has been impressive, and its impact is evident not only in the training that has followed and the awareness of staff in a range of agencies, but also in the design of the MASH and in the Board's priorities.

This quarter the unit will coordinate the ADCS Peer Review of Child Sexual Exploitation in the City and the Peer Review of LSAB and maximise learning and improvement from both of these.

Three key indicators/areas we will improve outcomes in:

- Ensure delivery of priorities in LSCB / LSAB Business Plan
- Deliver Missing Exploited Trafficked work with a focus on MET operational group and learning events for partners and communities
- Ensure Community Engagement (focus on CYP and families) in LSCB work and LSAB

The **Adoption Support Services/Panel Adviser** and **Fostering Panel Adviser** as required within the Adoption and Fostering regulations -

All LA adoption services must appoint a person to act as the Adoption Services Support Advisor (ASSA). The role is required within the adoption agency regulations and prescribed to be a person with sufficient knowledge of and experience in adoption leadership and its effect to give advice and information to anyone affected by adoption

The role of the ASSA is to give advice and information to people affected by adoption and act as a single point of contact to provide information, signpost to appropriate services, and to advise on how those services may be accessed. They also give advice, information and assistance to other

staff in the local authority on assessments of need for adoption support services, the availability of services locally, and effective planning for service delivery.

The role also acts as the Agency Adviser to the Adoption Panel maintaining an overview of the quality of the agency's reports, to both the panel and to the Agency Decision Maker, and liaises with team managers to quality assure the child's permanence report, the prospective adopter's report and the adoption placement report.

The Fostering Adviser required within the fostering agency regulations supports the Agency Decision Maker (ADM) and Children's services staff and other stakeholders on fostering matters, initial assessments and reviews. They advise the Fostering panels and provide quality assurance for the work presented to the panels, as well as generating any relevant reports, management information, and other supporting documentation as needed.

Children Workforce Development staff and Practice Educator Role

The development of our workforce is a key priority within the service. We are fortunate in being increasingly able to recruit to vacancies across services and at the end of the year the total vacancy factor is less than 10%. This however rises in teams where there is particular workload pressure and longstanding turnover issues.

Whilst recruitment is a key priority for us retention features more highly and we appreciate that a strong learning and development offer alongside positive relationships with your line manager are key factors in staff staying and working ever more effectively within the service.

Ofsted said

The local authority has achieved a swift transformation in its workforce, reducing the use of agency workers from around 47% to fewer than 10%. This has led to greater workforce stability and more consistency for children. Many of the new permanent social workers started as newly qualified, and they received good support and protection in this role. There has been an active and effective Assessed First Year in Employment (ASYE) programme over the past two years in Southampton and the authority have supported 50 newly qualified social workers through the programme.

The Public Sector Children's workforce is variously and increasingly regulated in their training and Continuing Professional Development requirements.

The Professional Capabilities Framework (PCF), which sets out skill requirements for social workers, is to be reviewed early next year by The College of Social Work. The review will look at consolidating standards around the Assessed and Supported Year in Employment (ASYE) and continuing professional development. The review will also consider the impact of the new accreditation for children and families social workers announced by the new Secretary of State, Nicky Morgan, in October, and the chief social workers' respective knowledge and skills statements.

The team provides development and training opportunities for all staff employed in the children's integrated workforce at all levels, and inclusive of all professions represented. We also deliver training and development to the private voluntary and independent sector, including early years providers, and work in partnership with schools and Higher Education Institutions, and statutory and public bodies including Department of Education, Skills for Care, The College of Social Work. We deliver the training programme which includes LSCB, ASYE, and City and Guilds level 4 Work with Parents. Some of this delivery is income generating.

The unit has successfully seen through the first cohort of children's ASYE and has been celebrated as a national example of best practice.

In 2014 the team delivered 66 courses, provided training for 1847 attendees in 132 settings and supported 54 Early Years practitioners to gain level 3 and level 5 qualifications.

This year we will develop mentoring skills in the workforce and amongst the agencies we work with in raising standards in skills and interventions. We will make a joint application with Open University to Knowledge Exchange to have full scoping of children's workforce professional training and CPD needs.

We will join the 'Step-up' to social work programme and undertake 4 work placements whilst supporting a number of student placements and support the ongoing development of Standards at Solent University.

Key indicators/areas looking to improve outcomes in

- We will deliver an effective induction and appraisal management system for all staff - identifying workforce learning needs and closer matching of training and development in meeting those needs.
- We will increase skills of staff and their level of contribution to service development. Developing a subject matter expert pool and mentor pool from which to draw on.
- Developing the parenting offer for specialist services, to improve parenting capacity and increase resilience, moreover to reduce risk to children.

Summary

2014 has been a challenging and demanding year for children services in the City. We have seen a continued increase in demand for our services simultaneously with diverting our resources towards Earlier Intervention.

The legacy of poor practice in the City has taken its toll on our families and our staff. There is a strong commitment at all levels within the service to ensure that services in the future are only good or better.

Ofsted Said

From a self-assessment position where children were not being reliably protected or having their welfare promoted, leaders and managers have taken swift, robust and effective action to improve services. As a result no cases of children receiving inadequate protection were identified during this inspection. Evidence of more historic practice evaluated during this inspection also supported that analysis. Many examples were seen of previous poor practice and decision making, leading to missed opportunities to protect children and failures to achieve permanence for children within their timescales. Workforce instability has also led to children experiencing many changes of social worker, which both delayed care planning and prevented children from developing trusting relationships with their workers.

In response to these failings, leaders have taken decisive action to improve services and outcomes for children. These have included establishing multi-disciplinary early help teams, creating a MASH and implementing a workforce strategy which has substantially reduced social worker turnover and the reliance on agency staff. Equally importantly, it has sought to transform the culture in which services operate by creating a common ownership of safeguarding across its partnerships, and making practice more evidence based and child focused.

Current senior leaders and managers have a clear understanding of the scale and nature of improvement required and are beginning to implement plans to deliver services to a consistently high standard.

This first Annual Report reflects the challenges to and success of the Children and Families Service. It also details the crucial nature of the interconnectedness of all the service streams and the success of securing multi-agency commitment which is fundamental to improving the outcomes for our children.

What is clear is that the service has embraced significant transformation and is well placed to deliver the improvements necessary for securing good or better outcomes for our children. This improvement is wholly due to the dedication, commitment and passion of the staff and our partners.

The challenges are significant and we remain realistic about those. However, we are ambitious to leave our history behind and focus on delivering our key priorities for our children.

The financial climate within local authorities, and particularly in Southampton, means that we have to consider even further creative ways of delivering this improvement. There are huge advantages for Children and Families being part of the People Directorate, evidence of this we see within the MASH and the Quality Assurance Unit. However, further integration across the Directorate is needed as is consideration of different delivery models if social care is to remain sustainable and our ambitions for our children realised.

2014 has seen a significant improvement from the historical position in Southampton and 2015 will bring further challenges but huge, exciting opportunities for delivering our ambition.

Glossary

ASYE - Assessed and Supported Year in Employment recommended by the Social Work Task Force and is a requirement for all Newly Qualified Social Workers in the City. It is designed to help newly qualified social workers develop their skills, knowledge and professional confidence. It provides them with access to regular support during their first year of employment.

BRS – Behaviour Resource Service. A multi-agency specialist service for children and families who have complex emotional, mental health and behavioral difficulties hosted by SCC within a joint funded arrangement with Solent. These families have a combination of needs and the children may be Looked after Children, have other health related needs, learning disabilities or difficulty in accessing education.

CAADA - Co-ordinated Action Against Domestic Abuse is a national charity that supports the work of Multi-Agency Risk Assessment Conferences (MARACs): meetings where information about high risk domestic abuse victims is shared between local public agencies. By bringing all agencies together at a MARAC, a coordinated safety plan can be drawn up to support the victim.

CAFCASS - Children and Family Court Advisory and Support Service - Cafcass is engaged by the Family Division Courts. By working with children as their advocate to find out their wishes and feelings, and reporting these findings back to the court they provide independent advice, information and recommendations to the judge when they need to make a safe decision about each child's future.

CIN – Child in Need as defined under the Children Act 1989 is a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the child is disabled. In these cases assessments by a social worker are carried out under section 17 of the Children Act 1989 to gather information and evidence about a child's developmental needs and the parents' capacity to meet these needs within the context of the wider family and community.

CFS - Children and Families Services – this includes early years provision, children's centres, education support and challenge and a range of early intervention and children's social care services. Many of these services are multi-agency managed and delivered within SCC.

EHC - New requirement replacing old 'Statements' for one integrated Education, Health and Care plan for all children with special educational needs.

FDAC - Family Drug and Alcohol Court (see reference section)

IFA – Independent Fostering Agency is a voluntary or private organisation that places children with foster carers for a fee charged to the LA.

IFAIS - Integrated Family Assessment and Intervention Service incorporating **BRS**.

LAC – Looked after Children – also known as Children in Care – these are the children for whom the City council operates as a Corporate Parent.

LADO - Local Authority Designated Officer - the role required under the Government guidance Working Together to Safeguard Children (2013) for managing allegations against people who work with children, for example, those in a position of trust, including volunteers.

LOCAL OFFER –the range of services and support for children and young people with Special Educational Needs and disability aged 0-25 across the City – The Local Authority is required to publish as part of the SEND code of Conduct. Published within SID.

LSAB - Local Safeguarding Adults Board

LSCB- Local Safeguarding Children's Board

MASH - Multi Agency Safeguarding Hub – the integrated (all agencies) front door for all referrals for children who are identified as in need of safeguarding. This service is managed by SCC.

PACT- Protection and Court Teams – The social work core service working with children who are subject of child protection planning family law courts intervention or otherwise are looked after.

PRE-MARP - Multi agency decision making panel considering complex packages and placements for children with complex needs.

SENCOs – Special Educational Needs Coordinators based in schools.

SEND- Special Educational needs and disabilities.

SID – Southampton Information Digest an electronic information portal (linked SCC website) to service information for adults, families and the Southampton Local Offer. The website has been co-produced with parents, professionals and young people and is under continuous development.

SIMS - school's management information system

Theraplay - is a form of focused play therapy designed to enhance attachments between parents and children.

YOS - Youth Offending Service is a multi-agency team that is coordinated by a local authority, which is overseen by the Youth Justice Board. It deals with young offenders, sets up community services and reparation plans, and attempts to prevent youth crime and support victims.

YPICC – Young People in Care Council – Looked after Children and Care Leavers who come together with support from others to feed their views into the Corporate Parenting Panel and to provide challenge to officers and members in relation to the services for Looked after Children and Care Leavers

REFERENCES AND APPENDICES

¹**Statistical Neighbours** – the grouping of other Local Authorities that the government and others use to compare performance with ‘like areas’

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| Southampton SN Group - Post Oct 2014 |
| Stoke-on-Trent |
| Southend-on-Sea |
| Sheffield |
| Derby |
| Coventry |
| Bournemouth |
| Peterborough |
| Portsmouth |
| Bristol, City of |
| Plymouth |

²Public Health England Health Profile 2014 (Appendice)

³ ADCS Safeguarding Pressures Phase 4 Report November 2014.(Appendice)

⁴Ofsted - The report of Her Majesty’s Chief Inspector of Education, Children’s Services and Skills 2013/14 South East regional report

⁵Family Drug and Alcohol Court (FDAC) model aims to improve outcomes for children so they can remain or return to their parents' care. Where parents are unable to control their substance misuse, FDAC tries to ensure swift decisions are made to find children permanent alternative homes.

Attached to the Inner London Family Proceedings Court, FDAC also aims to increase the court’s confidence in making decisions without the need for reports from a wide range of external experts. Unlike conventional care proceedings, parents in FDAC:

- See the same judge throughout the course of the proceedings,
- Have regular court reviews without legal representatives,
- Receive support from a multi-disciplinary team linked to the court. This team carries out tasks including assessment of parental substance misuse and parenting ability, develops intervention plans, and offers fast access to substance misuse services and help with housing issues, domestic violence and financial hardship,
- Receive drug/alcohol testing via the FDAC team,
- Are offered extra support from volunteer parent mentors who have been through their own difficulties. *Coram 2014*

