

**Children's Services
Transformation Programme
September 2013 – April 2017**

The Case for Change

- National Drivers
- The World Today for Our Children
- Evidence to support the proposals
- 7 Key Themes

National Drivers for Change

- Compelling evidence locally and nationally of the need to deliver evidence based interventions; Graham Allen's report "Early Intervention – the next steps" 1 highlights the impact that effective early intervention has had on outcomes for children and families through the UK
- Munro recommendations for child centred approach and continuous relationship with family
- New statutory guidance safeguarding, adoption & permanency
- Children & Families Bill, Family Justice review
- New safeguarding & LAC inspection regime with stronger focus on Early Intervention

The World Today for Our Children

- We have 26% more (than statistical neighbours) hospital admissions for deliberate or accidental injury and significantly higher admissions for alcohol and substance misuse for young people.
- Sexual health is generally worse than our comparator areas
- Teenage pregnancy rates are 17% higher than statistical neighbours and rank Southampton 142/152 LA's

The World Today for Our Children

- Child and Adolescent Mental Health outcomes are relatively poor compared to the national picture and was ranked worst in the comparator group for the emotional health of its children.
- Domestic Violence accounts for 20% of all violent crimes. The number of cases being presented to MARAC is double the national average and the recent audit of children subject of a Child Protection plan defined 80% of the families as having domestic violence as a feature.

The World Today for Our Children

- Whilst our educational outcomes for children have been steadily improving from a very low base over recent years we continue to perform poorly in measures relating to absenteeism and levels of fixed term exclusions:
 - Total absence from school – 5.9% (England 5.1%) giving the city a rank of 147/152
 - Total persistent absence -7.6% (England 5.2%) giving the city a rank of 149/152
 - Fixed Term exclusions from school 7.6% (England 5.2%) giving the city a rank of 150/152

The World Today for Our Children

- The levels of first time offending and reoffending in our young people are also too high and outside of the range of performance of our statistical neighbours ranking us 145/152 and 144/152 LA's.
- The demand for Social Care Services across the spectrum is disproportionate (usually to about 30% higher) to our statistical neighbours.
- The excessive demand for our services across the board has lead to an overspend of almost £5m

Evidence to Support the Proposals

- A review of cases and service pathways for children has shown significant systems failure at the interface between tier 2 and 3 services and within individual services and agencies.
- Informal consultation with partners and feedback from our customers has identified service gaps, duplication and confusion in our present service design.
- It takes too long for children and their families to access services and where they do they experience both duplication and gap.
- A plethora of panels gate-keeping referrals delaying processes resulting in subsequent referral's on a family whilst the initial referral was still awaiting action

Evidence to Support the Proposals

- Families were frequently not seen as meeting a threshold for Tier 3 or 4 services and referred for a lower level of intervention without any sufficient systems in place to track the outcomes of this activity.
- Once families did access services there was insufficient rigour in the virtual Team around the Family (TAF) process to evidence the work in place or to be confident that each member of the TAF understood their role, responsibility and required activity.

Evidence to Support the Proposals

- Some cases were evidenced as having up to 6 services, just from across the City Council alone, involved with a lack of coordination leading to confusions and the potential for dangerous practice
- The LSCB has not been rigorous enough in its challenge of agencies and adherence to procedures.

- So here's the good news

We are Ambitious for Change

- We are on a road of continuous improvement – all staff and managers appreciate and recognise the improvements to be made in the front line practice of our services, our systems and our interagency collaboration.
- A relentless attention to improving the outcomes of our children is being driven by a clear vision of an aspirational and ambitious peoples directorate and exceptionally strong partnerships.
- We can and will transform our services this year to ensure that we have a stronger focus on Early Help with clearer pathways that allow families to access services earlier.
- Whilst also ensuring the pursuit of timely permanency for all of our looked after children through a diverse range of routes

Our Vision

“An Early Intervention City with a multi agency integrated service provision that works to ensure children's needs are met at the earliest stage.

Where possible, and children's welfare is assured, these needs will be met within their family and community resources. ”

Seven Key Themes

1.

There will be an ambitious education offer for all children and a focussed intervention on narrowing the gap for vulnerable groups Multi Agency integrated services across the board -expanding good practice already in place BRS/FM/Jigsaw/ARC.

Seven Key Themes

2.

We will identify need at the earliest opportunity to provide timely and easy access to support for families. We will develop a new integrated single front door for safeguarding (MASH) and ensure effective thresholds for intervention across the spectrum of need are fully understood, communicated to all stakeholders and assist families in accessing services in a timely manner.

Seven Key Themes

3.

Our resources will be integrated, co-managed and co-located in order to meet the priorities agreed through the Children's Trust and operate around effective frameworks ensuring families receive a seamless service and only have to tell their story once. These services will have embedded core quality standards across all assessments and interventions.

Seven Key Themes

4.

Early Help services will operate from a case work model offering focused and evidence based interventions with families. Our service redesign will be based upon what families tell us, both in national research and locally, and based on the rich research base again nationally and locally of what works for children and families.

Seven Key Themes

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 sufficiently good and sufficient standard to ensure our looked after children population subscribes to 'Right child, right time, right placement, only for as long as necessary'. We will ensure the Pre proceedings pilot improves timeliness in decision making in children lives. We will improve the assessment and contact services for children looked after and ensure the capacity within our fostering and adoption service is maintained and the recruitment of resources is increasingly targeted to our identified needs.

Seven Key Themes

6.

We are strengthening the Quality Assurance function across all services and the newly designed unit will ensure that our internal provision can be assured as safe, effective and responsive to feedback. The unit will also ensure the work of the LSCB is well evidenced, robust and fit for purpose – including delivering effectively the SCR's underway.

Seven Key Themes

7.

We are developing further the workforce development strategy in order to deliver a permanent and stable workforce. We will up-skill all of our staff working in universal services and settings in order that they can offer preventative support before the need for targeted intervention and ensure that staff working in enhanced and specialist service areas are sufficient, well trained and effectively supported. Our proposed Professional Development Programme will invest in the skills and knowledge of our staff and in particular first line managers

How do we get there?

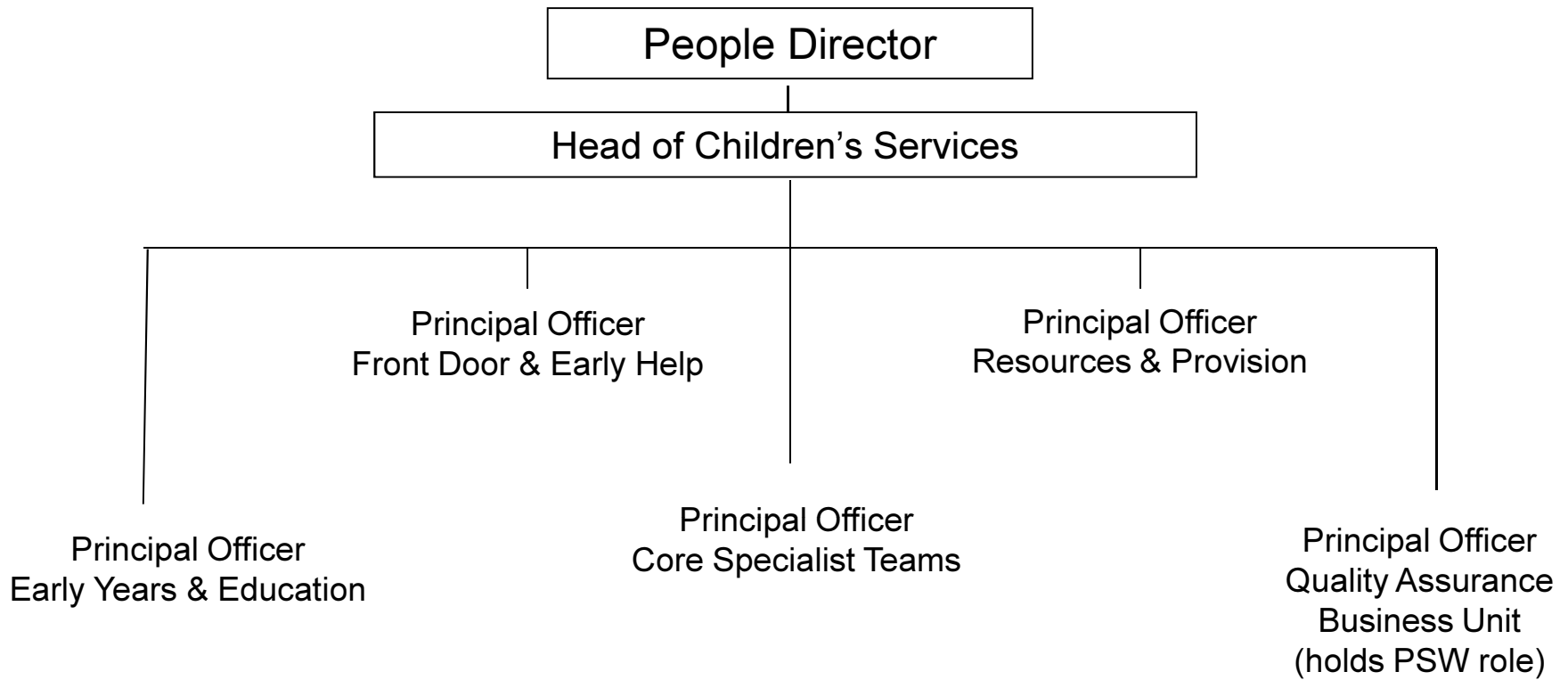
- Transformation of services with minimal service disruption over next 2/3 years in two distinct phases, with a structured programme of improvement running in parallel
- Re-engineering of service provision across the city, directly provided or commissioned
- Merger of CYP Commissioning, Education & Children's Social Care and the creation of five new service streams
- Establishment of Joint Commissioning Unit

Transformation of Services

- A single point of contact for safeguarding concerns regarding children and young people through a Multi Agency Safeguarding Hub (MASH)
- Integrated Early Help services for 0-4 and 5-19 year olds
- Threshold Criteria to be reviewed to create 3 tiers; Universal, Enhanced and Specialist
- Creation of Integrated Family Assessment & Intervention Service (IFAIS)
- Integrated service offering for 14+/Care Leavers Service & Permanent Care of our Looked After Children
- Quality Assurance Unit built on national best practice
- SEND 0-25 Service

Changes to Management Structure

- New Head of Children's Services post reporting directly to Director of People
 - Replaces Head of Children's Safeguarding and Head of CYP Strategic Commissioning
- 5 New Principal Officer posts reporting to Head of Children's Services
 - Replaces Principal Officer Social Care & Children Looked After and Principal Officer Social Care (Child Protection) and Service Manager Children In Need/Child Protection Manager, Referral & Assessment Manager, Locality Prevention & Inclusion Manager, Children Looked After, Families Matter Manager & Principal Educational Psychologist



Early Years & Education Service

- Standards and School Improvement including governor support
- School Organisation and Planning Virtual School Head Teacher & team
- Admissions, Children missing education, Elective home education
- Music Service
- SEND Service for 0-25
- Lead officer Early Years with oversight of – Early Years Teachers
- Start Point Sholing and Northam
- Early years & Childcare Planning Staff
- Two year old offer
- Children's Centres EWN and C

Front Door & Early Help Service

- Multi-Agency Safeguarding Hub (MASH)
- Child Protection Investigation & Assessment Team
- Early Help Assessment Lead Officers
- 0-4 Early Help Service
- 5-19 Early Help Service

Core Specialist Teams Service

- Six core social work teams
- Integrated Family Assessment & Intervention Service (incorporating SAT, BRS, and the contact service)
- Integrated Domestic Violence Service
- Youth Offending Service

Resources & Provision Service

- Acts as Agency Decision Maker for fostering
- Fostering Service
- Private Fostering
- Adoption Service
- Permanent Care – Looked After Children Team
- 14+ and Care Leavers Service
- Links to ICU for all children commissioning

Quality Assurance Business Unit

- Acts as Agency Decision Maker (ADM) for Adoption
- Team manager & staffing for Independent Reviewing Officers and Child Protection Chairs and Fostering Household Reviewing Officer
- Inspire
- Practice Educator Lead and Children's Workforce Development Staff
- Local Authority Designated Officer (LADO)
- LSCB Manager and administration for LSCB and LSAB
- Lead Officer for Permanency Assurance (adoption adviser)
- Lead Officer for Safeguarding Assurance
- Lead Officer for Adults and Housing Audit Programmes

Teams Transferring to Other Areas

- The following teams would remain under the management of the present Interim Head of Education until their transfer into their new domains
 - Youth and Play
 - Asset Management and Capital Strategy
 - Data Team / CSL IT
 - Business Support Services
 - Hospital PRU
 - Commissioning & Contracts
 - Catering Services

Workforce Development

- New Expert Practitioner who will have themed strategic lead and carry complex cases
- Enhanced Professional Development Framework
- Targeted training programmes to support new services
- Recruitment and retention strategy to find, grow and develop the best talent

Proposed Timeline Phase One

- April 2013- October 2013
 - Listening Phase - Informal Consultation
- October 2013
 - DMT Report and Staff Conference
- 14th October - 15th November
 - Formal Consultation with staff and partners on CFSTP proposals
- 14th October – 13 December Senior Management Consultation
- 29th November - 17th January
 - Formal Consultation with staff forming the Quality Assurance Unit MASH and Child Protection Team. SCC staff to be included in the 0-4 and 5-19 services and the IFAIS
- 27th January - 7th March
 - Formal Consultation with Looked after Children and PACT Teams

Proposed Timeline Phase Two

- 7th April - 23rd May 2014
 - SEND 0--24 Service
- Other areas still await a timeline

Next Steps

- Informal consultation process starts today
- Unions to be consulted on proposed changes and the transformation programme
- Formal consultation process starts in the next few weeks and everyone will get a consultation pack
- Everyone will have individual consultation and staff meetings
- FAQ will be available via the intranet
- Dedicated email address for feedback