

# Education, Children's Services and Leisure Scrutiny Sub-Committee

Tuesday 9 July 2013

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1  
2QH

## Supplemental Agenda

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#### Contact

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<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting Name:</b> Education, Children's Services and Leisure Scrutiny Sub-committee
<b>Report title:</b>		Annual Safeguarding Children Board Overview Report	
<b>From:</b>		Director Children's Social Care	

## 1. RECOMMENDATIONS

The Committee is asked to

1. Note the activity of the Southwark Safeguarding Children Board (SSCB) during 2012/2013
2. Be advised of national policy changes and the implications for the development of the next Annual Safeguarding Board Report (ASBR)
3. A request that future reporting of the ASBR to Scrutiny Sub-Committee is scheduled to occur between September and December in line with the revised reporting cycles (see para 2.3)

## 2. BACKGROUND INFORMATION

- 2.1. Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. The Children Act 2004 required each local authority to establish a Local Safeguarding Children Board (LSCB) by 1 April 2006.
- 2.2. Although now updated, the key functions and role of the LSCB during 2012/2013 were set out in *Working Together To Safeguard Children 2010*. The guidance required the board to be the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.
- 2.3. Significant national policy and performance changes have taken place in recent months. These changes have been reflected in our approach to the Annual Safeguarding Board Report which can be locally determined in terms of its content. Changes affecting this include overhauling of the Working Together Guidance launched in April 2013 and forms the key governance document of the board's work, withdrawal and significant revisions of the Ofsted Framework for Safeguarding and Looked After Children's Services published in June which significantly raises the bar for board's and includes an inspection judgement on its effectiveness, and changes to national data collection timetables with final figures available in end of July rather than the previous spring timeframe. A recent board discussion concluded that the most effective use of the ASBR would be to undertake a self assessment using the board's work over the past year against the revised governance frameworks. This would then be used to set priorities in terms of work programme and development areas for the board.
- 2.4. The work on the ASBR will be taken forward over the summer, with first draft going to the November Executive Safeguarding Board. Therefore it is proposed that future reporting to the Scrutiny Committee takes place in accordance with the revised consultation phase.

- 2.5. Appendix A sets out the 2012/2013 priorities, as provided in last years Annual Safeguarding Board report. Appendix B provides the action plan to achieve the priorities and progress made to fulfil the actions throughout the year. This aims to provide the committee with an overview of work and progress to date.

### 3. HIGHLIGHTS 2012/13 OF BOARD'S WORK

#### Effective Child Protection System

- The multiagency safeguarding system was graded "Good" with outstanding features in the May 2012 Ofsted and Care Quality Commission unannounced inspection of Safeguarding and Looked After Children Services (SLAC).
- The SLAC inspection recognised 'Southwark Safeguarding Children Board (SSCB) has been effective in presenting well articulated ambitions for vulnerable children. The outcome has been a strong foundation upon which further improvements can be pursued.'
- In response to a question raised by Scrutiny and work with lay members to improve faith representation work is planned for summer "commission" using the successful teenage pregnancy and obesity model to formally engage with faith and community groups about their safeguarding concerns, leading to ongoing dialogue and representation on the board. A community Consultation Model has been developed to progress this work and support developments around a Community-led Advisory Group for the board. It is anticipated that this partnership will enable the Board to also prioritise the community based concerns which may include witch craft and spirit possession, female genital mutilation, culturally sensitive ways to discipline children and forced marriage.

#### Performance

- Overall performance has remained good across all areas, with improvements in timeliness of assessment and appropriateness of referrals
- Percentage of children on child protection plans for two years or more at the point the plan ceases is 16.3% - this is a fall in performance this year and above comparators, although forecasts show improvements in timeliness and effectiveness of practice in this area
- The provisional outturn figure of children in the same placement for 2.5 years or more is 60.5%, with indication that it may improve and be in line with last year.
- There has been a 9.3% improvement in the number of first time entrants to the youth justice system. To improve performance around reoffending local interventions continue to target resources at those more likely to reoffend
- The number of children adopted this year is 20, with improvements forecast for next year to 28 children

#### Professional development

- A diverse multiagency training programme continued to be commissioned throughout the year supporting practice improvement around key areas. Measurements of performance on SSCB courses indicates 100% increase in the training workshops delivered in the first six months of the year compared to previous year; 25% increase in training workshops delivered; 21% increase in number of peoples trained; 32% increase in partner organisations signing up to mylearningsource; 42% increase in the number of people completing e-safeguarding; 4 new courses commissioned to meet emerging legislative requirements; 80% positive impact evaluation from participants.
- An effective awareness raising campaign of the role and function of the Local Authority Designated Officer (LADO) resulted in an increase in referrals from across

agencies.

- The successful annual conference 'its not hidden you just aren't looking: child sexual exploitation and lessons learned to change practice in Southwark' attracted over 170 professionals. A further conference entitled: 'thinking the unthinkable: safeguarding looked after children in foster care' shared learning from the LADO.
- The audit and learning sub-group has completed three multi agency audits in the year: young women at risk of sexual exploitation; children subject to a child protection plan with a history of neglectful care and children known to children's social care who have experienced domestic abuse and where the parents are subject to multi agency risk assessment conference (MARAC)

#### Accountability

- There was 100% compliance with section 11 reporting across the multiagency providing evidence of strong leadership, improved focus on commissioning and clear arrangements within all organisations in respect of governance, accountability and safer recruitment.
- The Social Care Institute of Excellence Learning Together methodology was adopted to gain learning from the front line.
- The role of user voice in the work of the board improved through a more practical working relationship with the Youth Council and engagement in the 1,000 Journeys consultation exercise to identify key safeguarding themes and concerns within the local community. In addition the successful appointment of 2 lay members to the board and engagement of Community Action Southwark (CAS) provide representation of the community and voluntary sector.

#### Social Work Practice

- The local transformation programme "Social Worker Matters" is well underway. There has been positive engagement with frontline staff and stakeholders working together to improve the journey, experiences and outcomes of children and families
- The strong network of designated safeguarding lead persons was further developed and embedded across the multiagency providing practical and accessible advice to practitioners and embedding learning and key messages from the board across the system.
- At an operational level there is much sound, active and timely engagement between agencies, particularly evident for those children most in need of protection.
- Following the launch at the SSCB conference of the *step-by step guide for frontline practitioners: what to do if you suspect a child is being sexually abused*, a sub group was set up to progress the advice from government into child sexual exploitation
- Good joint work with the local Troubled Families Agenda on safeguarding and improving outcomes for families through establishment family focus team, good payment by result outcomes for first quarter and new commissioned partners in voluntary sector to provide outreach work with families

#### Development of early help

- Continual improvement in the use of Common Assessment Framework (CAF) across the multiagency is recognised in the SLAC inspection, in addition to the well established and improving commissioning culture with ambitious, realistic and clear approaches to, for example, a revised framework for, and improved multi-disciplinary approach to, early intervention services.
- The Southwark Mental Health Family Strategy was launched by the board and adopted by the multiagency

#### 4. LOOKING FORWARD

- 4.1. Throughout 2012/2013 there continued to be significant national change in policy and legislative changes affecting the work of the SSCB. A multi agency task and finish group undertook a strategic review of the board's governance and compliance against emerging statutory responsibilities. As a result a revised way of working for the board was established. This included reviewing governance of the Executive and Main Boards and undertaking in depth looks at key areas such as Neglect. Full implementation of the new framework will be taken forward during 2013/2014.
- 4.2. To identify key performance issues and priorities to be addressed by the SSCB during 2012/2013 within the context of new Working Together Guidance 2013, the Children's Centre and new multiagency inspection framework, and an pan London SSCB effectiveness framework. The board will undertake multi agency self assessment to form the basis of its ASBR. This will inform priorities both in terms of governance and compliance such as arrangements between SSCB, Clinical Commissioning Group (CCG), Health and Wellbeing Board (HWBB), Children and Families Trust (CFT, and practice themes, such as neglect and child sexual exploitation.
- 4.3. The appointment and arrival of a new chair will significantly influence this process providing a fresh, independent look at the board and its functions. The chair will use the development of the Annual Safeguarding Board Report to support this work, over the summer period.

Background Papers	Held At	Contact
2011/2012 Annual Safeguarding Board Report	160 Tooley Street	Ann Flynn, Safeguarding Children Board Development Manager

#### APPENDICES

No.	Title
Appendix 1	2011/2012 SSCB Board Priorities (caption from ASBR)
Appendix 2	2011-2012 SSCB Action Plan and Progress Update

## AUDIT TRAIL

<b>Lead Officer</b>	Rory Patterson, Director of Children's Social Care	
<b>Report Authors</b>	Ann Flynn, SSCB Development Manager and Jodie Harris, Principal Strategy Officer	
<b>Version</b>	Final	
<b>Dated</b>	1 July 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Legal Services	No	No
Strategic Director of Finance and Corporate Services	No	No
<b>Cabinet Member</b>	Yes	No
<b>Date final report sent to Scrutiny Team</b>	1 July 2013	

## **Appendix 1 – SSCB Priorities**

### **Southwark Safeguarding Children's Board Priorities 2012/2013**

Continue to address the priorities for safeguarding as set out in the Children and Young Peoples Plan and support the development of the new plan

- To consider the ways in which the SSCB can systematically hear the voice of children and young people in order to inform its work and meetings.
- To conduct a larger themed multi-agency audit on Domestic Abuse - this is a recommendation of a Serious Case review.
- Continue to respond to the guidance emerging in respect of the Munro Review of child protection e.g. embedding the new Working Together document and how to effectively use the Munro data set currently under consultation.
- Embed the s11 audit into the reporting structure in order to ensure it is an effective accountability framework for the SSCB to account for effectiveness of the work.
- Develop a strategic partnership with the adult safeguarding board through targeted activity for example: commission an audit with the Adult Board to sponsor jointly a programme of audits of Multi Agency Risk Assessment Conference (MARAC) from a children's' safeguarding perspective; give focus to the transition to adulthood for children with disability and to ensure effective safeguarding as they develop from age 14. To continue to support the strategic partnership around the Family Mental Health Strategy.
- Develop responses and support within the emerging troubled family agenda and to support this area of work
- Areas of practice prioritised to be informed by local and national lessons learned in respect of private fostering, child trafficking, domestic abuse, child neglect and child sexual exploitation.
- To monitor the impact of the new structures and child protection accountability frameworks emerging from the NHS and Community Care legislation recently agreed by Parliament.
- Work with the newly appointed lay members to induct and develop their role within the multi agency. The lessons arising from this to be used to support future new members in inducting them into the board process
- To update safer recruitment process following government guidance. The impact to be understood for all stakeholders
- Develop a stakeholder communication strategy in order to develop consultation on key areas eg annual report, policies, progress newsletter and webpage



# Southwark Safeguarding Children Board



## Summary Work Plan 2012/13

### Progress Report

The work plan has been updated as new tasks and risks have been identified at subsequent meetings. This is a summary of the key tasks and progress against them. The fuller report sets out the structure and terms of reference of the Board, the Executive and the Sub-Groups – a copy can be obtained from the Board development Manager or Administrators. [sscb@southwark.gov.uk](mailto:sscb@southwark.gov.uk) 0207 525 3306

This summary work plan is set out using a framework taken from the Munro review of child protection<sup>1</sup>. This plan notes the triennial Safeguarding and Children Looked after inspection<sup>2</sup> however a more detailed response will be incorporated as the action plans are progressed.

No	Action/Outcome	By Whom	Sub Group	Timescale	Progress
<b>Effective Child Protection system</b>					
1	Maintain a review of the Boards capacity & ensure that it is sufficient to fulfil its key responsibilities.	Executive Board		Ongoing	Overview of s11 reports and options paper to 09/2012 board meeting Link to PMF and T&F sub group and proposal for

<sup>1</sup> [http://www.education.gov.uk/munroreview/downloads/8875\\_DfE\\_Munro\\_Report\\_TAGGED.pdf](http://www.education.gov.uk/munroreview/downloads/8875_DfE_Munro_Report_TAGGED.pdf)

<sup>2</sup> <http://www.ofsted.gov.uk/local-authorities/southwark>

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					new way of managing s11 report. Performance Management Framework to progress method of measuring effectiveness of multi agency services
2	To develop and progress a Performance Management and Quality Assurance Framework that reflects both government guidance and collects and uses locally held information	EA/AF	Audit and Learning	Complete	Task and Finish sub group completed this Framework.  Proposal agreed Board meeting 29/01/2013
3	Annual Audit programme to consider: <ul style="list-style-type: none"> <li>• Child Protection system</li> <li>• Follow up larger themed multi agency audit on domestic abuse (Children B&amp;C)</li> <li>• Private Fostering audit of 2 schools to ascertain any unmet identification of need</li> <li>• Adult/children Safeguarding Board collaboration on MARAC multi agency audit</li> <li>• Audit of action points arising in previous SCR (Jack, Child I and child G) to ensure these lessons are embedded in agency practice</li> </ul> Annual overview report of audit activity as progressed by Audit and Learning group	JC/AF	Audit and Learning Private Fostering steering group	Complete	-Performance Management and Quality Assurance Framework has progressed this agenda. -Themes set as long term neglect 12/2013 & CSE & LAC 29/01/2013 & Domestic abuse 03/2013; -Private fostering steering group completed audit December 2012 -Audit and Learning sub group completed this multi agency audit 03/2013  -Audit of action points arising from Jack, child I and child G discussed in SCR sub group and proposal made to have this item included in s11 report in order that each agency assures the board in this way.
<b>System that values professional expertise</b>					
4	Progress work with commissioning Organisational Development team ensuring good quality of learning and training. This to be achieved through: <ul style="list-style-type: none"> <li>• Annual quality assurance exercise of SSCB training courses</li> <li>• Regular meetings to consider professional</li> </ul>	AF	Practice Development and Training	Complete	Quality assurance exercise completed and outcomes to November 2012 Board.  Practice Development and Training sub group has restructured meetings to give focus on practice. Group has been enhanced to reflect practice and strategic focus

	development and practice based issues. These issues to include lessons arising from Serious Case Review, Child Death Overview Panel, service user complaints and government guidance e.g. child trafficking; child sexual exploitation; neglect and private fostering				<p>Learning events planned to share learning from Management Overview reports (report to Main board 11/2012)</p> <p>Child B&amp;C: at CP updates  Child K: at CP updates; 06/08 with YOS/  `Thinking the unthinkable:` multi agency event 05/12/2012  Designated and lead professional training events dated May and November 2012  SSCB conference: Theme CSE dated 06/11/2012  10/10 Lessons learned re domestic abuse- cancelled however presentation subsequently to designated leads and at CP update work shops</p>
9	Develop LADO reporting and Audit to progress the lessons learned into safe practice	LADO	HR Subgroup	Complete	<p>-LADO reports now to HR sub group and to board and is part of performance management framework  -`Thinking the unthinkable:` multi agency event 05/12/2012</p>
<b>Clarifying accountabilities and improving learning</b>					
10	Quality Assurance of safeguarding in service delivery and commissioned/contracted work ensure agencies meet the required section 11 standards. Agencies to report annually in pre arranged clusters	Executive Board	Audit and Learning	Compliant	<p>-S11 Reports from agencies clustered in agency themes throughout year to Executive meetings. -  -S11 reporting framework refreshed and process set out in performance management framework agreed at Board meeting dated 29/01/ 2013.</p>
11	To work with partner agencies to seek to ensure that, where functions move as a result of re-organisation or commissioning decisions, S.11 responsibilities are clearly	Executive Board/ Main Board	SSCB/ Children's Trust/ Health	Complete	<p>-Key areas of change and impact of this to be recorded in s11 audit. Significant change taking place within GP consortia and this to be updated to board in lead up to final changes in April 2013.</p>

	<p>defined and assured; to emphasise the need for a sharp focus on safeguarding through the potential disruptions of organisational changes and spending cut-backs</p> <ul style="list-style-type: none"> <li>Ongoing assessment by the board of potential impact on inter-agency services, protocols, procedures, relationships and agency service delivery</li> </ul>		and Wellbeing Board		<p>Joint publications to be maintained with CaFT/HWBB eg revisions to Southwark Threshold policy; revised Information Sharing Policy; revised protocol of working with parents with mental ill health and substance misuse</p>
12	<p>To use an effective methodology to review those "near miss" cases which do not reach the SCR threshold</p> <ul style="list-style-type: none"> <li>Systematic approach developed</li> <li>To progress the practice of SCIE methodology to learn lessons from critical incidents either meeting /or not meeting the SCR standards</li> <li>To progress the Learning and Improvement Guidance 2012 consultation</li> <li>To develop methodologies for case review short of the SCR threshold in the light of evaluation of the SCIE approach and new government guidance of SCRs</li> </ul>	RP/JC/AF	SCR sub group/Audit and Learning sub group/PL&T sub group	Complete	<p>SCIE methodology considered as to use in future SCR and possibly as positive learning in other types of management review of cases.</p> <p>-Report on Management Reviews: update on progress and emerging themes to Executive board 29/01/2013</p> <p>-SCR sub group have considered use of SCIE methodology and await the forthcoming 'Working Together Framework' from DfE</p> <p>-Learning and improvement guidance awaited</p> <p>-SCR sub group have discussed and agreed to develop set of 'principles' for those cases that fall short of the SCR threshold: Also awaiting the new 'Working Together Framework' from DfE</p>
13	<p>To build effective relationships with the new leadership structures emerging from the NHS changes, especially with GP commissioning Groups</p> <ul style="list-style-type: none"> <li>Chair to have ongoing dialogue with GP consortia in Southwark to explore the relationship and representation on the</li> </ul>	Chair/RB/EA/AF	All Sub groups	Ongoing	<p>Chair to meet with the newly appointed GP Lead professional. This date was cancelled and new date set 09/07/2013</p>

	Executive and Main Board As Health and Social Care Act embeds to the safeguarding framework the reassessment of proportionate and effective NHS representation to board to be refreshed				
14	To find ways of listening better to the voices and views of children and young people about safeguarding in Southwark <ul style="list-style-type: none"> <li>To progress the relationship between SSCB and Youth Council</li> <li>Agencies to report outcome of seeking the views of children and young people in the S11 report</li> <li>Develop a communication strategy in effectively gaining children and young peoples comments on the service</li> </ul>	Chair/ Executive and Main Board  All agencies  AF/	All sub groups/ partners	Ongoing	-Journey mapping of children through services -Link to Children & young people plan development in the 1000 journeys consultation  Chair has met Youth Council (May 2012) and plan to meet termly. Note of May meeting agreed by Youth Council and agreed at Executive meeting 25/09/2012 Performance Management Framework addresses the need for a more systematic approach to listening better to the voices and views of children and young people about safeguarding.
15	To implement revised Working Together Guidance in respect of SCR and keep under review how to optimise learning from those cases that do not meet the criteria for SCR but where there are single agency or interagency lessons to be learned	Executive/ Main Board/ Designated and lead professionals	Practice Development & Training/ SCR/ Audit and Learning	March 2013	Consultation on the Working Together guidance 21/08/2012. Awaiting publication of new guidance in Spring. This is was delayed from DfE and published 15 March 2013  Management review updating on progress and emerging themes presented to Board meeting 29/01/2013

16	Work in collaboration with the Children's Trust in order to support the new Health and Well Being Board	Chair/ RB/	All	Complete	Chair is a member of the Children's Trust.
17	Develop a mechanism for ongoing stakeholder engagement including front line staff in work of board eg focus groups, annual report, policies, progress newsletter, webpage maintained	Chair/ EA/AF	Practice Development & Training	ongoing	-Stakeholder consultation to be ascertained through presentation events of 1000 journeys in 2013. -Newsletter planned through Practice Development and training sub group
<b>Sharing responsibility for the provision of early help</b>					
18	<p>Safeguarding Priorities identified in the "staying safe" part of the C&amp;YP Plan are carried forward.</p> <ul style="list-style-type: none"> <li>• To work with the Children's Trust on the delivery of the outcomes for safeguarding through a strong family based approach to child protection; community involvement in safeguarding; and reduction in repeat domestic abuse.</li> </ul> <ul style="list-style-type: none"> <li>▪ Participate in the development of the new C&amp;YP plan 2013-16</li> </ul> <ul style="list-style-type: none"> <li>• Consider impact of outcome of triennial inspection</li> </ul>	Each statutory agency	Each sub group	Complete	<ul style="list-style-type: none"> <li>▪ Sub group programme progress to be reported to each Executive Board</li> <li>▪ Key safeguarding issues arising from the inspection will be addressed by the board and agencies in year.</li> <li>▪ The SSCB Chair has been assured by the Director of Children's Services that action has been taken on each of the inspection recommendations deemed urgent.</li> <li>▪ C&amp;YP plan being developed all partner engagement in the 1000 journeys consultation</li> <li>▪ Triennial inspection update to Executive board dated 25/09; 29/01</li> <li>▪ S11 audit review report to be presented in clusters to Executive board as rolling programme indicates/Options paper and</li> </ul>

	<ul style="list-style-type: none"> <li>Reporting by all agencies through s11 standards</li> <li>Commissioning standards to be kept under review by board</li> <li>Auditing and Learning lessons from practice to be regularly presented to board</li> <li>Maintain updated Child Protection Procedures and Protocols (link to London SCB; Triex and SSCB web page)</li> <li>Ensure lessons from case reviews &amp; CDOP are disseminated; integrated into training and translated into practice. This to be reported on in s11 audits and audited as to compliance within the annual audit programme</li> </ul>	<p>Each statutory agency/ Commissioning manager SSCB/ HoS QA</p> <p>S11 reporting</p>			<p>review of s11 process 25/09 &amp; 29/01</p> <ul style="list-style-type: none"> <li>Performance Management Framework proposal to Board 29/01/2013 incorporates many of these items eg changed agenda setting to ensure improved data to Executive board and process of 'deep dives' to interrogate information in Main board</li> <li>Commissioning standards raised by each agency in s11 reporting</li> <li>Regular CP updates through SSCB training programme to ensure lessons from case reviews are disseminated. Further events took place: <i>'Thinking the unthinkable: Supporting and working with young people in foster care'</i> (December 2012); <i>Joseph &amp; Child KL</i> (06/08/2012 and tba); 10/10 Domestic abuse: Local lessons learned-cancelled however lessons shared in CP update and designated day in autumn</li> </ul>
19	<p>Work to reduce the over-use of inappropriate referrals to social care and driving forward practices that share responsibility for 'early help' &amp; how all agencies will work together to support families and protect children, improving all elements of the child's journey.</p> <ul style="list-style-type: none"> <li>Incorporate outcomes of Munro reviews</li> </ul> <p>Consider learning from triennial inspection regarding use of thresholds</p>	All agencies / JC/PA/EA/AF	Practice Development and Training/Audit and Learning/SCR	Ongoing	<p>-Threshold document reviewed in June 2012 and available on SSCB website. Planned to be reviewed following Working Together 2013 launch</p> <p>-Performance management Framework will inform board of referral activity and incorporates Munro questions</p>

	<ul style="list-style-type: none"> <li>Continue to work with Children's Trust on shared priorities including troubled families, early and new CYPP priorities</li> <li>Complete refresh of SSCB protocols in mental health; drug misusing parents; working with parents with learning disability</li> </ul>				<p>-Triennial inspection action points to be considered and tracked through business plan and review response</p> <p>-Multi agency involvement with the 1000 journeys to inform CYPP. The board will scrutinise emerging plans for early interventions and the troubled families agenda, advise the Children and Young Peoples Plan and satisfy itself on effectiveness and adequacy</p> <p>Mental Health protocol completed. Remaining protocols due to be relaunched by November 2012. Further protocol being refreshed following refocus on neglect</p>
<b>Developing social work and multi agency expertise</b>					
20	To lead consideration of what follows from the Munro review of child protection in England, and Working Together Guidance review; Performance Management & Quality Assurance Framework; Children' Commissioner performance information and Building a safe and confident future;	SSCB	All sub groups	Complete	Working Together consultation completed for 04/09/2012 Performance Management & Quality Assurance Framework proposal to 29/01/13 board Training proposed following safer recruitment changes-TBA by HR sub group
21	To build a network of designated safeguarding lead persons within Agencies, encouraging their effective use by practitioners, contributing to their professional development, and encouraging planning for their succession <ul style="list-style-type: none"> <li>Develop opportunities to engage the designated and lead persons within the</li> </ul>	Dev't manager AF	Practice and Development sub group/ AF/ Audit and Learning	Complete	Twice yearly study days for designated and lead professionals. This process to be reviewed by a small working party in order to ensure the SMART 'est support available for this group. (April 2013)



	<p>Board work programme</p> <ul style="list-style-type: none"> <li>• Offer a minimum of two study days in order to support the development of this group ( May and November)</li> <li>• Designated and lead persons to participate &amp; engage in the CP update workshops</li> </ul>		Group		<p>Study days as May and 14 November 2012 completed further on planned for 26<sup>th</sup> April</p> <p>Designated and lead professionals are engaged in current programme of CP update workshops</p>
<b>Organisational context: Supporting effective practice</b>					
22	<p>To progress the commissioning role in training, based on sound needs analysis, and including quality assurance of delivery Agencies to demonstrate 100% compliance with use of My Learning Source in accessing SSCB training programme</p>	Practice and Development sub group chairs/ AF	Practice and Development sub group /		Reporting through s11 report
23	<p>To ensure that the revised sub-groups are working responsively and effectively to address particular local concerns identified through the Boards activities and SCRs</p> <ul style="list-style-type: none"> <li>• Chairs of sub groups to meet as part of developing Performance Management and Quality Assurance Framework</li> </ul> <p>Sub groups to report to Executive Board</p>	All sub groups/ Executive and Main Board	All sub groups	Discussion paper to Board 09/2012 and then 11/2012	<p>Regular reporting to Executive boards</p> <p>PMF proposal to Executive Board dated 29/01/2013 endorsed</p>
24	<p>To reflect on and progress the lessons arising from the triennial inspection by Ofsted and CQC dated May 2012.</p>	All sub groups/ Executive and Main Board	CD/RP/EA /AF	Completed	Update to Executive board 25/09 and 29/01/2013

25	To update safer recruitment process following government guidance (Protection of Freedom Act 2012 & changes to CWDC). The impact to be understood for all stakeholders	HR sub group/ All agencies	HR sub group	Completed	Report through s11 audit  Training to be planned
26	To complete the joint review with Lambeth SCB of the organisation and administration of the child death review process.	SSCB/ LSCB/ Director of Public Health	CDOP	March 2013	This is being completed (August 2012) The back log of cases will be addressed by October 2012- <b>This date put back to March 2013</b>
27	Work with the newly appointed Lay members to induct and develop their role within the multi agency. Lessons arising from this to be used to support future new members in inducting them in to the board process <ul style="list-style-type: none"> <li>• Induction booklet to be created</li> <li>• Mentoring partnerships to be arranged</li> </ul> Lessons learned from these mentoring partnerships/lay member induction to inform future induction of new SSCB board members	Chair/ AF	Practice and Development sub group	Completed	Induction 19 September 2012 and annually forthwith for all new board members. Lay members and Mentors in place now in place  Review induction process following end of initial pilot on mentoring partnership for lay members. Induction booklet to be part of this process  Review lay members in August 2013 to prepare for re-advertising for new appointment in 2014 or be advised by Working Together
28	Ensure themes identified within case audits are collated leading to clear action plans and consequent outcomes are systematically and consistently evaluated to achieve a full understanding of their service impact	Boards	Audit and learning	Completed	The SSCB Audit and learning sub group is developing a thematic overview of case audits completed with a clear plan as to how to progress. Audit plan to be presented to Main meeting dated 20/11 and informed by the Performance Framework.



## **Minutes of the meeting of the Education and Children's Service Sub Committee meeting Monday 23 April 2012**

### **Safeguarding - annual report presented by independent chair**

6.1 Chris Davies, Independent Chair of Southwark Safeguarding Children Board (SSCB) and Ann Flynn, SSCB development manager, introduced the report. The safeguarding chair reported that the council had demonstrated its commitment to safeguarding when it lost the children's safeguarding manager and filled that position in a timely and appropriate way.

6.2 He explained that one of the board's functions is to identify high-level risks in the system. Last year the board identified the NHS as a risk because of a high level of turnover of staff and systems change because of the introduction of the NHS and Community Care Bill, particularly the local move to clinical commissioning. He reported that early on the board identified this change programme as a significant risk to our safeguarding work, but because of the strong commitment and effective leadership of our health colleagues locally, the board has been reassured that the effectiveness of the council and health colleagues working together on safeguarding is being sustained.

6.3 The Independent Chair went on to detail that locally safeguarding in health services are moving to Guy's and St Thomas' NHS Foundation Trust, as managers of community services, and to the Business Support Unit and Southwark Clinical Commissioning Committee (SCCC), as GPs assume their new role as clinical leads. He went on to explain that the board has been building relationships with the SCCC and local GPs and had seen a growing commitment and understanding of the importance of safeguarding.

6.4 The Independent Chair explained that the board does not carry out direct safeguarding work, but has a significant role in supporting frontline practitioners who work to support and safeguard children and their families. He reported that he was particularly pleased with progress in training and that this was now quality assured.

6.5 The last time the Independent Chair had visited the scrutiny committee he spoke about the high volume of safeguarding referrals. He referred to this and explained that the board had focused on this area over the last year to ensure that social workers were not flooded and this has led to improved referrals. He reported that fewer cases which turn out not to need a response are now being referred, and more appropriate alternative help is being put in place for many of these, but the service is not overwhelmed.

6.6 A member asked how referrals had been reduced and improved and it was explained that the Common Assessment Framework had been used to encourage service users and practitioners to come together and provide more local support where possible. There had been an emphasis on early support, even before a formal assessment had been made.

6.7 The Independent Chair said that the board is now asking all partners to come and account for their work on safeguarding and other partners are asked to participate in challenging and asking questions.

6.8 The safeguarding team explained that they have resolved to work more closely with adult safeguarding as this is a time of huge stress and increased safeguarding risk.

6.9 He reported that private fostering is reasonably common in Southwark and the board think there is major underreporting of this, as the legislation is not very well understood. The Independent Chair said that there is also the issue of child trafficking, which is hard to quantify, but he said that given the nature of Southwark's population, and the degree of flux, it is likely to be present to some degree.

6.10 Child neglect is one of the areas that the board is considering exploring thresholds for intervention, the Independent Chair explained. Child sexual exploitation and particularly the grooming of young vulnerable girl is an area of particular concern.

6.11 The Independent Chair reported that safeguarding training is now on a more secure, planned and assured basis, with the new partnership between the Board and the Council's Organisational Development Service

6.12 The safeguarding team explained that there had been a big investment in domestic violence prevention and the team have decided to audit this work and would like to send an early draft to the committee to consider.

6.13 The chair of committee thanked the safeguarding team for their presentation and remarked that CVS are reporting on their work supporting families shortly. He asked how integrated CVS is with the safeguarding work. The safeguarding manager responded that she had assisted with CVS training.

6.14 A lay member commented that the training programme had been of very high quality and commended the recent training on domestic abuse. He also went on to comment that often practitioners in Early Years are often not highly trained so this is particularly valuable.

6.15 A member raised concerns about girl gangs grooming other girls into prostitution. The safeguarding team said that the grooming of girls by other girls had not been identified as a specific risk; however, they have been identifying concerns around the use of rape and sexual abuse to initiate girls into gangs. The team is working to identify particularly vulnerable girls, for example siblings. The approach has been to build resilience so that girls are more able to be assertive, know their rights and so reduce the risk of exploitation. The member responded that she is in contact with a voluntary provider in Peckham doing good work with girls at risk and that she would like the safeguarding team to follow up this contact outside of the meeting.

6.1 Members raised concerns about witchcraft and child abuse, in both church and the wider community, commenting that this is a national issue and there was a recent child death. Members pointed out that many churches have good

safeguarding procedures, such as CRB checks and training; but there is also a need for officers and ministers to improve practices in faith communities. Officers said that they try to work with families on cultural beliefs and are clear that some things are acceptable in this country and some things are not. Members expressed particular concern for children who may be at risk because they belong to a faith group that believes in spirit possession, and the Independent Chair agreed that these concerns would be pursued and that this would be reflected in the next annual report.

6.2 A member asked how acceptable parenting is defined and representation for parents during any hearings. The Independent Chair commented that parenting standards are often not clearly defined and are a matter of judgement; for example there is no set age when a child can babysit but there is a need for a competent carer. He went on to explain that judgements about acceptable behaviour are not left to one person and that the team try to ensure that there is a network of support. For any court hearing there would need to be full representation.

#### **RESOLVED**

- **Officers will contact the community group based in Peckham, to follow up concerns raised about girl gangs grooming other girls into prostitution.**
- **It was recommended that officers do more to address the risk of harm from witchcraft and spirit possession in their child protection and safeguarding work. Members advised that there is a particular need for engagement work with faith group communities and leaders, and that more is done to ensure that those in authority meet certain training standards and have the appropriate checks; e.g. CRB checks.**

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting Name:</b> Education Children's Services and Leisure Scrutiny Sub-Committee
<b>Report title:</b>		Free Healthy School Meals Programme – Progress Report	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Director of Strategy and Commissioning, Children's & Adults' Services	

### RECOMMENDATION

1. That the committee note the report and the continued progress to date.

### BACKGROUND INFORMATION

2. The Council took a decision to introduce free healthy school meals to all pupils attending primary schools in Southwark as part of its commitment to tackle the high levels of obesity in children, and to tackle poverty and inequality.
3. Following the decision to phase the roll out of the programme in September 2011, reception and year one pupils started to receive the free meals. In September 2012, this was extended to years two – four. The final phase is on target and will see pupils in years five & six join the programme in September 2013.
4. Members have received a number of previous reports concerning this programme.

### KEY ISSUES FOR CONSIDERATION

5. As previously reported, during the first full academic year of the programme the take up reached 91% across reception and year one pupils. The take up by pupils from reception to year four averaged across the current academic year has reached 92%.
6. A pilot gardening competition has been organised for this term, six of our primary schools have signed up to take part. It is planned for the judging to take place in July.
7. A new application process for entitled free school meals is currently being developed, it is anticipated that this will be in place for the children entering reception in September 2013. This new process will streamline the application system and ensure the Council and schools have accurate data for children who are entitled to Government funded free school meals. This should then ensure maximum levels of pupil premium funding goes to the schools.
8. We will work with our communications colleagues to provide additional information for schools to remind parents of the need to complete the application form for free school meals.

## AUDIT TRAIL

<b>Lead Officer</b>	Kerry Crichlow, Director Strategy and Commissioning, Children's and Adults' Services	
<b>Report Author</b>	Colin Gale, FHSM project manager	
<b>Version</b>	Final	
<b>Dated</b>	25 June 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director for Legal and Democratic Services	No	No
Finance Director	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Scrutiny Team</b>		



<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting Name:</b> Education, Children's Services and Leisure Scrutiny Sub-Committee
<b>Report title:</b>		Southwark Schools for the Future: New School Proposals	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Project Director, Southwark Schools for the Future	

### RECOMMENDATION

1. That Education, Children's Services and Leisure Scrutiny Sub-Committee note the briefing provided below.

### UPDATE

#### Compass

2. The developer who has acquired the former Bermondsey site of Southwark College has advised that they will continue to work with the EFA to facilitate the delivery of the Compass Free School.
3. Compass Free School is to open in September 2013 in the existing accommodation on the site.

#### University Technical College (UTC)

4. As a result of the recent acquisition of the Bermondsey site of Southwark College the future of the proposed University Technical College is uncertain. There is ongoing engagement with the developer, the sponsor and other stakeholders to seek to secure the future of the UTC.

#### Southwark Free School

5. In 2011 Southwark Free School (SFS) secured Department for Education pre-opening approval to open in September 2012. At the time of this approval the school was proposed to be established at a site in Great Dover Street.
6. In March 2012 SFS initiated a public consultation process seeking feedback from local stakeholders in regard to proposals to establish a 420 place primary school at 399 Rotherhithe New Road.
7. The school was granted a 2 year lease in 2012 from the Council for the Ledbury Estate Tenants' Hall to enable their establishment.
8. The school's permanent proposals for 399 Rotherhithe New Road were refused by planning committee in June 2013.

### Other Free School Proposals

9. A 2 form entry German/English bilingual primary school – Judith Kerr Primary School - has acquired a site on Half Moon Lane and is due to open in September 2013 in temporary accommodation ahead of their permanent establishment on the same site. The school will be accepting pupils in both reception and in higher year groups.
10. The Harris Federation’s proposal for a new 2 form entry free school in Dulwich has been approved for pre-opening. Their preferred location is the former East Dulwich Hospital site and they are engaging directly with the NHS with a view to acquiring a part of the site. They intend to open in September 2014.
11. The two form of entry primary school for Latin-American children was not approved in May 2013.

### AUDIT TRAIL

<b>Report Author</b>	Sam Fowler, Project Director, Southwark Schools for the Future	
<b>Version</b>	final	
<b>Dated</b>	24 June 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Communities, Law & Governance	No	No
Finance Director	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Scrutiny Team</b>	1 July 2013	

<b>Item No.</b>	<b>Classification</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting:</b> Education, Children's Services and Leisure Scrutiny Sub-committee
<b>Report title:</b>		Family Focus team - work with gangs and parents to support the review on Bullying	
<b>From:</b>		Director of Strategy and Commissioning, Children's and Adults Services	

## 1. Purpose

The report provides an overview of the work undertaken with gangs and parents by the Specialist Family Focus Team (SFFT) to support the Children Services and Leisure Scrutiny review on Bullying.

## 2. Support Offered by SFFT

- The Common Assessment Framework (CAF) is used to undertake a holistic assessment with the whole family identifying strengths and issues across the family unit
- SFFT provides a range of bespoke packages of support to families with complex needs with an aim of improving resilience and outcomes for families.
- Support is delivered in a strength based, think family way combining a range of practical, hands on support with therapeutic interventions to address underlying issues effecting behaviour
- Practical interventions for young people include:
  - Consequential thinking
  - Restorative Justice
  - Increased resilience
  - Building positive relationships including parental and peer relationships
  - Young Perpetrator Programme for young people who are perpetrators of domestic violence.
- A range of innovative, targeted programmes including a girls group which focused on female empowerment and resilience in young women and a Bike programme for young males which looked at masculinity and respectful behaviour are delivered during the school holidays
- Where there has been a detrimental effect on a young person's mental wellbeing due to being a victim of bullying, SFFT have direct referral pathways into CAMHs, and Functional Family Therapy for clinical involvement. In addition an adult mental health practitioner is now part of the multidisciplinary team offering support to parents.

### Gangs and support for parents

- SFFT also offer a range of parenting programmes to support better parenting of children of all ages. All parenting groups include a session ran by the local gangs worker which provides information on the signs to look out for to identify potential gang activity and what to do if parents are concerned about their child and gang activity.
- Bespoke Southwark leaflets for parents who are worried about gang activity provide a range of local information and networks are distributes to all SFFT families
- SFFT Outreach Workers provide advocacy for parents and families in school settings when attendance and behaviour in school is likely to result in exclusion but is a result of bullying or negative relationships.

### Sustaining improvements

- Part of the SFFT core offer is to increase engagement of families in community resources and networks to ensure sustainability of improvement.
- Strengthening Families Strengthening Communities (SFSC) parenting programme is co-facilitated by parents who have been trained in the model who have been through the programme themselves and who have, over a significant time, sustained the changes it

has made to their family life which they can share with new parents to the programme. Other benefits include securing employment for parents and the growing numbers of facilitators enable more groups to be provided in the community. Also, the parent facilitators founded the Parent4Parent group to enable parents who have attended the SFSC programme to meet for support and follow-on following the end of any SFSC group, to help them through any difficult times thereafter.

### **3. Case Study – perpetrator/victim**

A 14 year old boy was a victim of a stabbing in the toilets of his Secondary School - the perpetrator was a fellow student of the same age. Although the reasoning for the stabbing was not established there were concerns at the time that the violence may spill out into the community. Support was offered to move the family to a place of safety but the victim did not wish to press charges and so this was not pursued. As a result of the incident, the victim was left feeling angry, miserable and his perception of risk was heightened - CAMHS support was thus sought but after a series of sessions, engagement declined. This boy, who is now 16 years old, has become increasingly aggressive in the family home and there have been a number of police attendances/arrests for violence directed to his mother. There are also concerns about the level of control he exerts within the home, substance misuse and how his demanding behaviour is impacting his mother's and sister's emotional health.

In order to address the cycle of bullying and violence a family assessment was undertaken with the whole family present. As a result of the assessment the following support and interventions were offered:

#### ***Naming the behaviour***

- Discussions held with the young person and supporting him to identify that his behaviour constitutes bullying/domestic violence and understand the implications of his behaviour
- Assisting mother to also name the behaviour even though the perpetrator is her son
- Identifying expectations of behaviour within the home from all parties and agreeing consequences of non compliance.

#### ***Strengthening the Victim***

- Convening a network meeting to discuss risk, promote a shared responsibility and identify ways in which risk could be mitigated.
- Supporting mother to deal with her own behaviours which fuelled the violent cycle (mirroring threatening behaviour, losing control, retaliating against verbal insults).
- Exposing mother to and modelling 'use of voice and body language' when dealing with incidents of bullying.
- Supporting mother to adopt strategies to handle demands and to re-exert some control e.g. fixed daily allowance of £3.
- Enabling mother to be receptive to support including referral to Social Services and engagement with Solace (Domestic Violence Service)
- Assisting mother to be firm and consistent in terms of consequences (making contact with the Police).

#### ***Mediation***

- Southwark Mediation Services were engaged to address underlying issues within the family that were fuelling presenting behaviours.

#### ***Support Groups***

- Mother and daughter were referred to the Parallel Programme (survival support group facilitated by Solace).
- Young Perpetrator Programme was identified for young person to attend on a voluntary basis.

- Liaison with Youth Offending Service to support young person's attendance on a youth violence programme by making engagement form part of their disposal – Conditional Caution.

As a result of support from SFFT the relationship within the family home has considerably improved with mum taking a more assertive and appropriate role. Mum feels more confident and happy at home. Substance misuse by the son has stopped, his educational engagement and outcome has considerably improved and there have been no further volatile incidents within the home.

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 9 July 2013	<b>Meeting Name:</b> Education, Children's Services and Leisure Scrutiny Sub-committee
<b>Report title:</b>		2013-16 Children and Young People's Plan	
<b>Ward(s) or groups affected:</b>		All	

## RECOMMENDATION

1. That the education, children's services and leisure scrutiny sub-committee notes the information within the report, which outlines the proposed Children and Young People's Plan (CYPP) for 2013 to 2016 at appendix 1 as Southwark Council's key policy framework for children and young people.

## BACKGROUND INFORMATION

2. This report provides a further update to the reports received by the education, children's services and leisure scrutiny sub-committee, most recently in March 2013, on progress developing a new CYPP for 2013 to 2016.
3. This new CYPP builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks. This includes rising educational attainment, with Southwark's schools at or above national averages at all key stages and continued capital investment in local schools as well as the free healthy school meal programme and primary places guarantee. These strong universal services are the bedrock of the local system, and are supported by quality specialist support, as recognised in the Ofsted inspection in May 2012. This judged the local system to be good with outstanding features, with inspectors finding strong, focused and improving services to protect vulnerable children.
4. The CYPP is one of a number of council and partnership plans that sets out priorities and targets for local children, young people and families, including the Council Plan and Health and Wellbeing Strategy. Whilst there is no longer a statutory requirement for Local Authorities to have a CYPP, local partners remain committed to a locally agreed plan as a vehicle for setting out our local priorities for transformation.
5. The CYPP's underpinning needs assessment, however, also underscores the high levels of need and challenge of this diverse borough – Southwark has the 15th highest level of child poverty in London and is the capital's largest social landlord. The population is highly mobile and ethnically diverse, with interwoven complexities including high levels of worklessness, no recourse to public funds, substance misuse, domestic abuse, mental health concerns, and housing risks such as overcrowding.
6. Since the last CYPP was developed, much has changed in the statutory framework for children services. This has included a significant overhaul of the duties regarding the children's trust, key partners and Children and Young People's Plans.
7. In addition, this CYPP is delivered in the context of large-scale budget reductions

in local authority and partner agencies, as well as changes to partners' governance and delivery arrangements, including significant changes to health, police and education landscapes. These include the introduction of statutory partnerships such as the Health and Wellbeing Board and new requirements for Safeguarding Children Boards as set out in the revised Working Together statutory guidance.

## KEY ISSUES FOR CONSIDERATION

8. The new CYPP sets out trust partners' commitment to work together to transform the child and family journey with continued emphasis on high-quality services and a maintained focus on earlier intervention, all in the context of reducing resources. The plan provides shared ambition and commitment in three areas where partnership working is integral to the delivery of high-quality services for Southwark residents.
9. These are:
  - a) **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
  - b) **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
  - c) **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support, from childhood to adulthood
10. Development of the proposed CYPP began in June 2012 and has been overseen by the children's trust at each stage, as outlined in previous reports to the scrutiny sub-committee. Development to date has included a wide range of stakeholders across the council, children's trust partners and community.
11. Working jointly with public health, the local authority and its partners have developed a Joint Strategic Needs Assessment (JSNA). The local JSNA has looked at the experiences and journey of children, young people and families within services. Key findings have been brought together alongside the service user consultation into short films which have been used with partners and decision makers to develop the plan and priorities. This will be rolled out through the consultation and action planning phases following the plan's adoption.
12. As part of the JSNA, a programme of stakeholder consultation events took place throughout the summer. Called '1,000 journeys', these borough-wide "journey" events sought the views and experiences of children, young people, parents, carers and frontline staff as well as local groups, ward members and community leaders. The programme included a wide range of workshops and programmes in community venues, schools, pupil referral units and children's centres, and included one at the Ministry of Sound attended by over 400 young people. Some 1,300 Southwark journeys were collected in total, and these have been used to shape and inform the transformation commitments within the CYPP.
13. Partners collectively reviewed the data, 'journeys' and views of strategic and senior stakeholders to make sense of it and develop transformational priorities.

The resulting proposed plan is set out in Appendix 1.

14. In taking the plan forward, a roadshow of consultative and promotional events is underway to disseminate the JSNA's findings and the plan's development to a wider audience including service managers, key stakeholders such as health, schools and the voluntary sector, and service users. In addition a 'family friendly' version of the CYPP will be developed to support promotion of the children's trust commitments to wider stakeholders and the community, alongside publication of a selection of experiences from the '1,000 journeys' work.

## APPENDICES

No.	Title
Appendix 1	Draft 2013-16 CYPP



**APPENDIX 1**

**Southwark's Children and Families' Trust**  
**DRAFT Children and Young and People's Plan**  
**2013-2016**

## **Foreword by Councillor Dora Dixon-Fyle**

We, the partners of Southwark's Children and Families' Trust, are pleased to introduce our Children and Young People's Plan for 2013 to 2016. It has been developed in an unprecedented environment, with the transformation of the statutory landscape gathering pace and breadth, set against continuing harsh economic conditions.

We continue to face these challenges. We see them as an historic opportunity to continue to protect the most vulnerable in society and reshape what services we offer to ensure they better meet the needs of the children, young people and families we serve.

This plan sets out how we will work together over the next three years to meet these challenges and improve the life chances of our children, young people and families. We will do this by pledging to transform three key areas where you have told us you want change and where partnership working is integral to the delivery of high-quality services for Southwark's residents.

This plan was developed by involving those who have the biggest stake in our borough – our children, young people, parents, carers, staff and practitioners – and we are proud of how their voice and journeys have shaped it.

Now that we have agreed our transformational priorities, we are committed to driving through the major changes we and our communities need. We will focus our efforts on the priorities identified in this plan, and will work across local partnerships and boards to align our commitments and ensure our priorities underpin action. We will decide together how we will target our limited resources for maximum effect. Sometimes this means knowing what to stop as well as which new directions to take to make sure we get the best value and have the biggest impact.

We will ensure services are of the highest quality and based on evidence of need. We will focus on improving family life and ensuring that children are safe from harm. We recognise the importance of having a home and neighbourhood you enjoy living in, and will work to make sure vulnerable and disadvantaged children, young people and families have the best chances in life.

We are committed to acting early to try and prevent problems getting worse where we can, and on creating a workforce able to achieve our vision. We aspire to make the borough a place to be proud of, and call on everyone involved in the lives of children, young people and families in Southwark to work with us to ensure every child, young person, family and community thrives.

## Introduction

This Children and Young People's Plan (CYPP) builds on previous plans and strong local performance, with Southwark continuing to perform highly against a range of benchmarks. During the life of the last CYPP, however, much changed in the statutory framework for children services. This has included a significant overhaul of the duties regarding the children's trust, key partners and CYPPs.

There has also been the introduction of statutory partnerships such as the Health and Wellbeing Board and new requirements for Safeguarding Children Boards, as set out in the revised Working Together statutory guidance. These changes are also in the context of new legislation, including the Children and Families Bill which raises the bar around the delivery of services for vulnerable children, such as those in care or placed for adoption, or children with special educational needs and disability, and for the role of early help. In addition, there are significant and continuing budget reductions across partners.

Locally, we have retained a children's trust, with partners strongly committed to the local CYPP forming the basis of a partnership plan for the transformation of services. The plan provides shared ambition and commitment in three areas where partnership working is integral to the delivery of high-quality services for Southwark residents.

The CYPP informs a wider range of planning arrangements, including the Council Plan, joint health and wellbeing strategy and other partnership plans that impact on life chances for children. The plans of partners form a complex array of inter-related strategic, commissioning and operational plans with their children and family aspects aligned through the CYPP and informing operational planning for frontline services.

## Southwark's Children and Families Trust Vision

Our partnership vision is that

*“Every child, young person and family in Southwark thrives and is empowered to lead a safe and healthy life. We will work together to deliver high quality services that make a measurable difference in helping to overcome inequality and disadvantage, and strengthen families’ abilities to raise their children successfully and independently.*”

Our Children and Young People’s Plan sets out our three areas for local transformation:

- **Best start** – Children, young people and families access the right support at the right time, from early years to adolescence
- **Safety and stability** – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change
- **Choice and control** – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood

## Our values

As partners, we are committed to the following values as we set out to achieve our transformation outcomes. We will work together to:

- Empower children, young people, families and their communities to be safe, independent and responsible for their own wellbeing
- Maintain a shared commitment to resource early help services that divert need, providing the right support at the right time, and stemming the flow to specialist services
- Equip the workforce and community resources with the right tools and skills to know how to achieve positive change and improved wellbeing in families
- Being open, inclusive and accountable in our actions and ensuring families' journeys are shaped by their voice and experience
- Commit resources to evidence-based practice that is accessible and led by our community's needs, underpinned by a shared commitment to earlier intervention and protecting the most vulnerable
- Use meaningful outreach to enable vulnerable families to take up services that best meet their needs

## Our principles

As partners, we are committed to transforming the service user journey through the following service redesign principles. We will work together to deliver high quality services by:

- Making commissioning choices that recognise and improve the journey of the child through services and life stages
- Raising the bar through more and better integration of services at the right point in the journey
- Retaining what works locally and recognising where we need creative and new ways of working to improve outcomes
- Enabling provision to be flexible and bespoke to families' needs and choices, emphasising strengths as well as needs
- Ensuring services are simplified, transparent and easily accessible
- Ongoing continuous improvement through benchmarking, and using peer and field expert challenge
- Spending money as if it were our own and making the best use of resources to meet need, striking the balance between diverting need, value for money, sustainability and quality

## **Our transformation commitments and the results we expect**

### **Best start – children, young people and families access the right support at the right time, from early years to adolescence**

1. Children and families access local, good-quality childhood provision that meets their needs

We will do this by working together to:

- Improve access to provision from antenatal services and childcare through to starting school
- Ensure all our children's centres and early years providers are Ofsted rated good or outstanding
- Reduce health inequalities in young children, such as by improving immunisation and low birth weight rates
- Realign resources to better support those most in need, for example making best use of education and health checks, the healthy child programme, free early education entitlements and community health provision

2. Timely and effective early help prevents need escalating

We will do this by working together to:

- Ensure local assessment frameworks provide a holistic, timely and proportionate initial response
- Increase resilience by supporting parents to raise their children successfully and young people to succeed into adulthood
- Close the gap in outcomes for more vulnerable or troubled children, including in attainment, attendance and health
- Realign resources and build pathways around key triggers and risks in the journey of vulnerable or troubled children, young people and families

3. Flexible, holistic early help reduces the risk experienced by vulnerable or troubled children and families

We will do this by working together to:

- Ensure our initial response spots and acts in a timely and proportionate way to reduce risk
- Enable vulnerable families to step down successfully from intensive support
- Achieve permanent positive change for vulnerable children and families more quickly, such as through reduced contacts, repeat plans and duration of support
- Expand the range of targeted community-facing provision to prevent problems escalating for our most vulnerable or troubled families

**Safety and stability – Our most vulnerable children, young people and families receive timely, purposeful support that brings safe, lasting and positive change**

1. Social work that makes a difference to the workforce, families and communities

We will do this by working together to:

- Ensure initial responses to need result in clear, timely and appropriate offers of support at the right level in the system
- Work more holistically around children and families, including developing ongoing bespoke support that works with the families' strengths and needs
- Transform social work practice by empowering the workforce with the right skills, systems and networks to make positive change to the lives of vulnerable families
- Develop family resources and interventions that are flexible, appropriate and evidence based

2. A system-wide approach to neglect

We will do this by working together to:

- Gear the whole system, from universal and early help provision through to statutory services, towards spotting and acting on the signs of neglect
- Invest in interventions that recognise and tackle the causes of neglect and reduce the impact of a legacy of neglect
- Reduce drift and delay through more assertive practice
- Align resources to ensure no child is left in damaging neglectful situations

3. More children and young people find a permanent and stable home

We will do this by working together to:

- Ensure there is sufficient quality provision to keep children and young people in stable homes
- Embed planning for permanency at every stage of the child's journey
- Increase the number and range of children getting home more quickly, including being adopted
- Free resources to be used flexibly and creatively to achieve lasting positive change that meets need

**Choice and control – Children and young people with a special educational need or disability and their families access a local offer of seamless, personalised support from childhood to adulthood**

1. Children with complex needs have a quality, integrated education, health and care plan

We will do this by working together to:

- Ensure the services offered locally are sufficient to meet need and clearly promoted
- Place the child and family at the centre of everything we do
- Provide services that enable children and young people to thrive and prepare for adulthood
- Align resources to support seamless planning across the continuum of need

2. Families take control and make real choices about their support

We will do this by working together to:

- Ensure effective advocacy, information and advice services empower children, young people and their families
- Empower providers to develop quality provision which meets families' needs
- Enable families to choose how they access support, including through a personal budget
- Apply the principles of personalisation to all that we do

3. Young people and families have increased independence and resilience

We will do this by working together to:

- Provide high-quality, flexible and responsive services, making best use of partnership resources, and universal settings and providers
- Empower families to make better use of the range of opportunities available to them
- Develop early help and targeted services which build families' capacity and help to meet needs earlier
- Organise resources, services and the workforce to enable children and young people to move seamlessly through life stages



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**EDUCATION, CHILDREN'S SERVICES & LEISURE SCRUTINY SUB-COMMITTEE  
MUNICIPAL YEAR 2012-13**

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