



SCRUTINY PANEL

Performance Report and Analysis November 2022

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Practice, Performance and Inspection Readiness



Priority Areas

	Page Number
Performance Headlines	3
Effective assessment and intervention	5
Purposeful Direct Contact	6
Management Support for better practice	7
Right service at the right time	8
Robust corporate parenting	10
Rigorous quality assurance	13
Performance Culture	14

Performance Headlines

- 1477 Contacts received in October 2022, drop from 1784 in September and the lowest in the last six months. This measure is showing a downwards trajectory, which is positive. This is likely to be linked to the D22 approach to providing enhanced advice and support to professionals in universal services.
- Statutory referrals have dropped to 297 from 326 in September and 298 in August. Accumulative referral figure in 2022 decreasing compared with 2021.
- Re-referral rates are under review and the values need to be validated. This will inform the scope of planned external SESLIP audit of contacts, decision making and thresholds due in December 2022.
- Sustained trend of reducing the numbers of children with child protection and child in need plans.
- CLA numbers slightly higher in October compared to September and August. 30th October 2022 we cared for 554 children. The trend in the last twelve months: November 2021: 540 children in care, peak in April 2022 to 566 and steady reduction to 549 in September with 554 in October 2022. New entrants to care continues to be on a downwards trajectory.

Performance Headlines

- Challenges with case supervision in October 2022, drop in performance in every area – CP, CiN, CLA, Care leavers. Varying performance in different services and teams.
- Visits: drop to 86% from 92% in September for children with CP plans and 10 working days visiting frequency.
- Sustained performance CLA visits in six weeks or less. 82% in October and September 2022. Approaching target performance.
- Visits to CiN with an active plan 90%.
- We don't yet have data regarding children in care with agreed visiting frequency above 6 weeks – this is under development. This will be adversely affecting our performance because we are measuring all CLA visits against a 6-week target.
- Care leavers consistently averaging 250 over the last four months.

Effective Assessment and Intervention

Indicator	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Target	Southampton 20/21	Statistical Neighbours	South East	England
Number of referrals in the month	315	323	272	382	343	343	298	326	297	N/A	4092	N/A	N/A	N/A
Percentage of re-referrals within 12 months UNDER REVIEW	28% (91/315)	28% (91/323)	21% (59/272)	21% (84/382)	26% (91/343)	29% (100/343)	30% (91/298)	32% (105/326)	32% (96/297)	23%	22%	28%	23%	N/A
Number of referrals into Early Help	333	355	282	270	228	174	218	205	198	N/A	N/A	N/A	N/A	N/A
Number of Early Help assessments completed	101	134	106	126	145	162	99	106	92	TBC	N/A	N/A	N/A	N/A
Rates of Single Assessments completed per 10,000			64	119	176	232	303	376	432	700 (accumulative)	672	637	554	518
Percentage of C&F assessments completed within 45 working days	95% (287/300)	90% (290/320)	79% (264/333)	82% (234/285)	86% (255/294)	71% (209/291)	78% (288/368)	61% (234/380)	70% (203/288)	90%	77%	74%	70%	69%

Analysis

Drop in the number of referrals in October 2022. Month average since February 2022 is 284 and referral accumulative figure this calendar year is 2556 as at 31st October 2022. We are predicting that if average rate continues for another two months, the number of referrals in 12-month period will be 3124, a reduction compared to 4092 referrals in 2021 (2021 data source LAIT).

Re-referral numbers are under review due to analysis of the data formula behind this measure. We will report our position to Scrutiny Panel in January 2023.

Statutory assessment timeliness has increased to 70%. It is still some way off target of 90%. Volume of completed Early Help Assessments dropped by 13% in October compared to September and almost on a par with August.

Action/next steps

Ongoing focus on threshold application, quality of referrals from partner agencies and interface with early help. Re-referral rates are under review and the values need to be validated. This will inform the scope of planned external SESLIP audit of contacts, decision making and threshold application due in December 2022.

Purposeful Direct Contact

Indicator	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Target	Southampton on 20/21	Statistical Neighbours	South East	England
Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 10 working days	70% (348/492)	80% (392/490)	91% (419/457)	86% (367/426)	86% (360/417)	83% (316/379)	81% (310/379)	92% (321/347)	86% (265/307)	95%	N/A	N/A	N/A	N/A
Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 4 weeks (20 Working Days)	86% (425/492)	90% (441/490)	97% (446/457)	97% (414/426)	98% (410/417)	95% (363/379)	97% (370/379)	97% (340/347)	97% (300/307)	100%	N/A	N/A	N/A	N/A
Percentage of CLA for whom a visit has taken place within statutory timescales (6 weeks or less visits)	74% (418/561)	80% (456/563)	84% (479/566)	81% (457/560)	85% (474/555)	84% (470/555)	80% (447/552)	82% (454/549)	82% (458/554)	90%	TBC	97%	53%	67%
Percentage of children with an active Child in Need Plan not allocated to CWD for whom a visit has taken place within last 6 weeks (CIN*)	79% (426/534)	84% (472/560)	85% (487/570)	88% (510/574)	88% (526/596)	89% (528/589)	90% (506/558)	92% (476/517)	90% (417/461)	90%	N/A	N/A	N/A	N/A

Analysis

There has been a drop in performance around visiting children with CP plans within 10 working days from 92% in September to 86% in October but not significantly different from previous months.

Visiting performance for children in care is measured at statutory requirements frequency of maximum of 6 weeks. Children in more stable placements with agreed extended visiting frequency at 3 and 6 months are included in the CLA cohort and affect the overall performance. From January 2023 we will offer a breakdown report on the different agreed frequencies. We have re-defined reporting on children who have an active CiN Plan and performance since August has been 90% and above.

Action/next steps

From September, case holding capacity should increase – due to new practitioners joining Southampton. We are also seeing a decrease in the number of children who have child protection plans – entries to CP are lower and exits from CP are higher – this should have a positive effect on capacity to visit and see children and record in a timely way.

Management Support for better Practice

Indicator	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Target	Southamp ton 20/21	Statistical Neighbours	South East	England
Percentage of children who had their supervision and was within the timescales	62% (1608/2560)	63% (1601/2509)	74% (1796/2412)	75% (1864/2459)	70% (1720/2431)	69% (1707/2461)	70% (1709/2428)	68% (1598/2341)	66% (1523/2282)	80%	N/A	N/A	N/A	N/A
Percentage of CPP who had their supervision and was within the timescale	76% (375/492)	70% (347/490)	89% (408/457)	91% (391/426)	90% (379/417)	83% (317/379)	89% (338/379)	85% (295/347)	82% (254/307)	90%	N/A	N/A	N/A	N/A
Percentage of CLA who had their supervision and was within the timescale	67% (378/561)	81% (460/563)	81% (462/566)	87% (488/560)	81% (455/555)	81% (453/555)	79% (438/552)	77% (424/549)	67% (376/554)	90%	N/A	N/A	N/A	N/A
Percentage of Care Leavers who had their supervision and was within the timescale	25% (52/218)	25% (57/226)	78% (165/212)	39% (86/221)	44% (90/204)	51% (128/251)	60% (152/252)	45% (115/252)	30% (76/253)	80%	N/A	N/A	N/A	N/A

Analysis

Case supervision performance has dropped in October 2022 in comparison to September and previous months. We are significantly underperforming for care leavers and children in care. This is the part of the service where there is most staff sickness and turnover. More precise performance reporting, with this monthly performance broken down by service and team, is highlighting significant variability between teams and is enabling senior managers to identify those who require a more focused approach to improve performance. This is a more comprehensive approach than the previous 'snapshots' we were reliant upon.

Actions / next steps

Monthly reports will be broken down by individual managers and teams for all future assurance clinics, enabling greater focus on specific services, teams and managers.

Where there are gaps in first line management (for example, because of maternity leave) approval has been given to fill these posts with fixed term or agency managers, freeing up other managers who are covering and stretched as a result.

Monthly audits will focus on the frequency and quality of supervision as a matter of course.

Focused conversations with managers who are consistently not achieving minimum standards in supervision or recording.

Right Service at the Right Time

Indicator	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Target	Southampton on 20/21	Statistical Neighbours	South East	England
Percentage of re-referrals within 12 months	28% (91/315)	28% (91/323)	21% (59/272)	21% (84/382)	26% (91/343)	29% (100/343)	30% (91/298)	32% (105/326)	32% (96/297)	23%	22%	28%	23%	N/A
Number of Early Help assessments completed	101	134	106	126	145	162	99	106	92	TBC	N/A	N/A	N/A	N/A
Rates of Single Assessments completed per 10,000			64	119	176	232	303	376	432	700	672	637	554	518
Percentage of C&F assessments completed within 45 working days	95% (287/300)	90% (290/320)	79% (264/333)	82% (234/285)	86% (255/294)	71% (209/291)	78% (288/368)	61% (234/380)	70% (203/288)	90%	77%	74%	70%	69%
Number of contacts	1511	1766	1664	2090	1859	1587	1947	1784	1477	<17K	17661	N/A	N/A	N/A
Number of referrals in the month	315	323	272	382	343	343	298	326	297	N/A	4092	N/A	N/A	N/A
Rates of referrals per 10,000 of Under 18 Population			52	126	192	258	316	379	436	700	790	647	561	464
Number of CLA at the end of the month	561	563	566	560	555	555	552	549	554	540	495	615	N/A	N/A
Number of children with an active Child in Need Plan not allocated to CWD (CIN*)	534	560	570	574	596	589	558	517	461	N/A	N/A	N/A	N/A	N/A
Number of children who are subject of a Child Protection Plan as at the end of month	492	490	457	426	417	379	379	347	307	406	310	406	N/A	N/A
Number of care leavers	218	226	212	221	204	249	252	252	253	N/A	N/A	N/A	N/A	N/A

Right Service at the Right Time

Analysis

Volume of Contacts has decreased in October 2022 for a second month running.

Conversion rates from Contacts to Referrals was 20% in October and 18% in September 2022, an increase on August (15%).

Early Help assessments routed via CRS accounted for 6% of work processed at the CRS in October 2022 compared to 5% in September.

The number of children with child protections and child in need plans continues to steadily reduce.

CLA numbers have risen up to 554 from 549 in September, but below the highest in the last nine months in April 566.

This year (2022) there have been 6 families (13 children) who have concluded care proceedings. The average duration of these proceedings is 29 weeks. On average in 2021 it took 34 weeks to conclude proceedings.

As off 8th November 2022, 18 children have been identified with a permanency plan agreed for reunification back to their parents' care.

20 children have a plan for discharge of care order.

Action/next steps

Ongoing focus on intervening early and effectively to prevent unplanned entries to care. Managers and IROs to continue to review permanency plans and identify children where re-unification with family or a permanent arrangement with extended family would be an option. The Permanency tracking panel is tracking the progress of these children.

Child protection chairs and managers are tracking the progress of children who have had child protection plans for over 12 months and are developing plans for an exit strategy from the child protection process.

Robust Corporate Parenting

Indicator	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Target	Southampton 20/21	Statistical Neighbours	South East	England
Number of CLA at the end of the month	561	563	566	560	555	555	552	549	554	540	495	615	N/A	N/A
Rate of CLA per 10,000 under 18 population	108	108	109	108	107	107	106	105	106	100	95	100	53	67
Number of CLA at the end of the month who are UASC	25	26	25	25	24	21	24	27	31	<37	N/A	N/A	N/A	N/A
Percentage of CLA for whom a visit has taken place within statutory timescales (6 weeks or less visits)	74% (418/561)	80% (456/563)	84% (479/566)	81% (457/560)	85% (474/555)	84% (470/555)	80% (447/552)	82% (454/549)	82% (458/554)	90%	TBC	97	53	67
Percentage of CLA children with an up-to-date review	98% (555/561)	98% (554/563)	98% (556/566)	97% (546/560)	97% (543/555)	98% (545/555)	98% (545/552)	99% (547/549)	99% (549/554)	95%	N/A	N/A	N/A	N/A
Percentage of children in care for at least 12 months for whom health assessments are up to date.	76% (304/397)	76% (308/401)	73% (294/402)	72% (298/411)	72% (293/405)	72% (300/411)	76% (313/408)	78% (334/426)	71% (311/434)	95%	N/A	N/A	N/A	N/A
Percentage of initial health assessments delivered within 20 working days of date child became looked after.	17% (3/17)	8% (2/23)	33% (3/9)	33% (7/21)	12% (1/8)	13% (3/22)	9% (1/11)	23% (3/13)	50% (4/8)	90%	N/A	N/A	N/A	N/A
Percentage of CLA at end of month with 3 or more placements during the year	26% (147/561)	24% (140/563)	23% (134/566)	23% (132/560)	23% (131/555)	22% (126/555)	21% (118/552)	18% (104/549)	17% (98/554)	<10%	N/A	N/A	N/A	N/A
Number of CLA allocated to CWD	31	32	32	31	31	30	29	29	30	N/A	N/A	N/A	N/A	N/A
Number of CLA accommodated on S20 (exc UASC) as at the end of the month	31	33	31	31	29	34	29	27	26	N/A	N/A	N/A	N/A	N/A
Percentage of CLA with a permanence plan in place within 6 months of BLA	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	N/A	N/A	N/A	N/A
Number of Children Looked After (CLA) placed for adoption at period end	44	45	44	44	33	33	28	28	25	TBC	N/A	N/A	N/A	N/A
Percentage of CLA placed in IFA placements as at the end of the month	24% (138/561)	24% (138/563)	24% (139/566)	25% (142/560)	25% (144/555)	26% (145/555)	27% (150/552)	27% (150/549)	27% (153/554)	<36%	N/A	36%	38%	36%

Analysis

We have performed well in the area of CLA Statutory Reviews over time, above our target of 95% since February 2022.

Visiting to CLA has remained stable at around 80%. A number of children are on a 3 month visiting pattern, agreed by carers, their social worker and their IRO. There is significant variability across the service, with 13 teams achieving 100%.

The percentage of children with three or more placements in 12 months is steadily reducing, from 26% to 17%. This is positive in terms of stability for children. This may be due to an increasing focus on holding placement planning meetings, stability meetings, better matching and placement support.

Four additional unaccompanied asylum-seeking children have joined Southampton as part of the national transfer scheme, bringing this cohort to 31 in October, compared to previous 8 months average of 25.

Performance around Initial Health Assessments (IHAs) has improved, but still falls short of our target. In October, we had 8 children who required an IHA; social care completed 5 referrals for the IHAs within timescales and health offered 4 appointments within timescales. Therefore, performance for October is 50% - this is an improvement since the previous month and the month before. There is a comprehensive plan in place regarding this indicator which includes close scrutiny of the data by health and social care colleagues.

Actions / Next Steps

We need to improve on case supervision timeliness for children in care and care leavers. The exceptional arrangements panel has been re-established, chaired by Head of Service. The panel tracks looked after children placed in unregulated or unregistered placements, and also reviews visiting patterns set at a frequency less than 6-weekly.

Better tracking by managers is also a priority to ensure the completion of chronologies and case summaries, follow through on IRO challenge and outcome resolutions, more timely responses to children where SGO or reunification is the plan and a focus on children where specific aspects of life story work are needed.

For care leavers, the priorities are improving access to emotional and mental health support, links with adult services, housing pathways and commissioning arrangements, improving ETE outcomes and communicating the service offer to post 21 young people who are closed to the service. In addition, the service is going to audit and speak to the last 15 leavers in August to consider what their experience has been of leaving care and what we can learn from this to include to what extent they feel prepared, aware of their entitlements etc.

What the data tells us

Service Area	Total Audits/Reviews
CRS	58
C&FF	33
Jigsaw	23
BIT	29
SWF	48
YPS	10
PTC	289
ICAS	32
Fostering	3
Adoption	4
Placements	12
TOTAL	541

	Outstanding	Good	Requires Improvement	Inadequate
Final grade after moderation	2 (1%)	87 (51%)	71 (43%)	9 (5%)

Analysis

541 audits have been completed between 1st January and 30th September 2022. The highest number of audits were completed across the Pathways Through Care service. 169 audits were moderated by the Quality Assurance Unit and the final grades indicate that although good work is increasingly evident, there is a high % of cases requiring improvement. All inadequate cases were reviewed with the relevant team manager and remedial actions agreed and tracked.

Action/next steps

- Analysis of practice themes has been completed in annual audit report. This will be shared at Managers' Learning and Improvement Panel in December 2022.
- Service self-evaluation is been updated, using audit information.
- Our Principal Social Worker is leading on ensuring that learning from audit is embedded through the Making the Difference practice framework.

Analysis

- Revised and re-structured Assurance clinics have been live since September 2022
- Managers are increasingly engaged in using data intelligence to manage individual, team and service performances
- Through the Assurance Clinics, managers are driving the development of bespoke data sets and dashboards for operational day-to-day management
- Data development priorities timetable agreed for the next three months and an ongoing rolling basis
- Managers are encouraged to undertake regular dip sampling of cases within their service
- The senior leadership team is driving completion of monthly case audits
- Engagement with Heads of Service and Service and Locality Leads to co-produce service position statements and track service journey and performance against targets, outcomes and strategic plans
- Development of service delivery plans

Action/next steps

- The newly developed function in Care Director data reporting now supports more detailed filtering of monthly performance data to service/team/locality level
- Senior managers will use this function to interrogate performance on a more granular level and create targeted actions plans for individual teams and managers
- Position statements will be routinely updated to inform our self-evaluation