

# Item : Performance Report Southampton Children and Learning Service

Southampton Children and Learning  
Improvement Board  
16<sup>th</sup> November 2020



# Overview of performance across Children and Learning KPI's

## GOING WELL OR BETTER

- Timeliness of MASH decision making maintained during pandemic
- Percentage of authorised care plans remains consistent
- Percentage of children leaving care via adoption route has recovered after pandemic had impacted upon court activity
- Percentage of children leaving care by Special Guardianship route has recovered after pandemic had impacted upon court activity
- Percentage of authorised pathways plans remains good
- Percentage of care leavers in touch and in suitable accommodation remains consistent

## ONES TO WATCH

- Sickness absence is reducing overall, but monthly increases are still evident
- Conversion from contacts to referrals is still higher than we would like it to be
- Rate of Initial Child Protection Conferences is not stable
- Timeliness of single assessment completion shows a small reducing trend
- There are better levels of contact with children with CPP, but this needs to improve further
- CSE numbers require investigation; although missing LAC episodes is an improving picture
- Timeliness of LAC visiting needs to improve
- Early Help data needs to be confirmed by data team

## THINGS TO DO BETTER

- Caseloads remain too high in assessment, Protection and Court (PACT) and Looked after Children (LAC) teams
- The level of agency workers remains too high
- Audit completion has reduced, with an impact on the Year of the Child cohort
- ICPC timeliness has decreased notably in October 2020
- Rates of sec.47, children subject to child protection planning and looked after children remain high
- Education Training and Employment engagement for 17 – 18 year old care leavers has reduced
- Use of IFA is static and in house foster placements shows a reducing trend.

# Overview of performance across Improvement Plan

## GOING WELL OR BETTER

- Impact of IRO staffing *evidenced by recruitment activity, IRO alerts, IRO performance data*
- Practice model has been agreed *evidenced by meeting record*;
- Panels maintained and extended *evidenced by meeting records*
- Numbers of Early Help cases with open assessment *evidenced by performance data*
- MASH performance; *evidenced by performance data*
- Ongoing oversight of LADO function *evidenced by management audit records*
- Ongoing oversight of EHE response *evidenced by monthly reports*
- Focus on SEND; *evidenced by draft of self evaluation, EHCP completion performance and audit report*
- Focus on good working relationship with Cafcass; *evidenced by meeting records*
- MET performance and oversight; *evidenced by RHI data, operational group meeting records and tracker*
- Edge of Care referrals and case numbers continue to increase and impact is evident; *evidenced through performance data*
- Youth justice strategy, staffing and service responses to disproportionality and first time entrants showing progress; *evidenced through YJMB minutes and audit*
- LAC performance – planning authorisation and timeliness; *evidenced through performance data*
- Supervision in LAC; *evidenced by audit return*
- Virtual school performance; *evidenced through suite of Virtual Head Teacher's reports*
- Good suitable accommodation performance (include use of B and B); *evidenced by performance data*
- Fostering annual audit; *evidenced by audit report and Service Delivery Plan*
- Fostering statement complete; *evidenced by Corporate Parenting Committee minutes*
- Good performance in respect of adoption timeliness, numbers of children adopted, completion of life story books and case exemplar; *evidenced by performance data and service reports*
- Completion of SCR overview report / development of CSAFE framework and webinar; *evidenced by reports and webinar film*

# Overview of performance across Improvement Plan

## THINGS TO DO BETTER

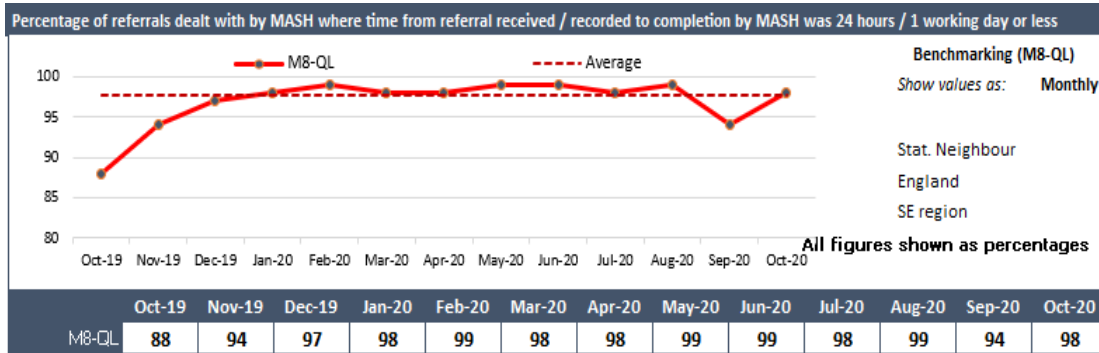
**Key practice themes: Assessment (case summary / chronology); SMART Planning; Participation / direct work (Visit record); Supervision**

**Enablers: Recruitment and retention; Reflective Supervision; Response to key practice themes (neglect, trigger trio); Practice Model**

**Understanding the quality and impact of practice: audit schedule and completion**

- Reducing the number of agency workers; the number of social workers per child and recruiting into vacant management posts. Increasing the number of foster carers (including suitably trained carers for vulnerable adolescents).
- The quality of supervision (including reflective supervision) and direct work (and recording of children seen alone in PACT)
- Audit completion – the level of completion across the service and ensuring a schedule for thematic audits (Inc. step down, viability)
- The level of eligible two year old Early Years funding being accessed
- The review of the Continuum of Need
- The implementation of learning circles across the service
- Across Assessment / PACT– the quality of assessment, risk assessment, voice of the child, planning and response to domestic abuse
- Child protection – ensuring management audits are undertaken and CP champions are recruited
- Review of our Practice Standards
- Increasing the number of looked after children with plans for permanence.
- Increasing the completion of life story work for LAC
- Improving the quality of care plans
- Increasing the level of LAC participation
- LAC access to emotional wellbeing support
- EPEP completion and ETE performance for care leavers
- Improving placement stability analysis and provide foster carers training update
- Scheduling thematic audits against serious case review themes and extend training around neglect

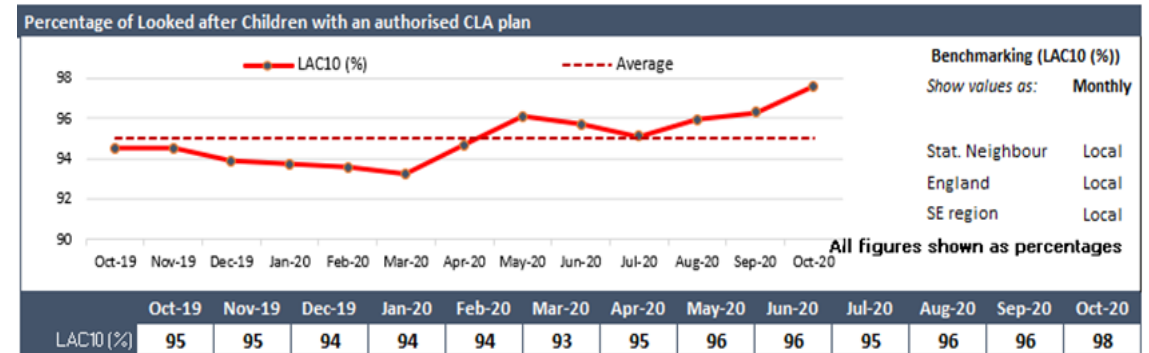
## MASH Timeliness



Service performance does not appear to have been affected by the pandemic and timeliness only dips once in September 2020, where we know there was a correspondingly high number of contacts after the summer holiday period and schools returning.

Alongside timely decision making, we can evidence good quality work. Of 113 cases audited since April, 77% found decisions to be correct without any action required, 11% had correct decisions with minimal action required, 7% had correct decisions with moderate action required and 3% were referred to the service manager

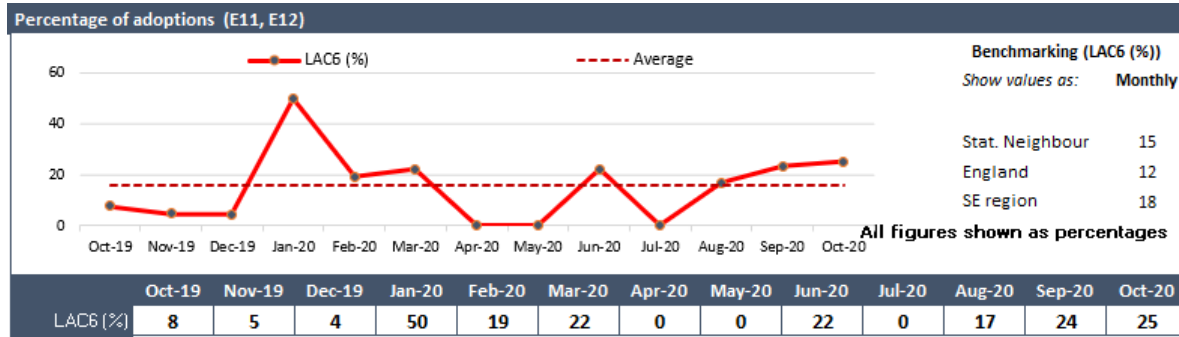
## % Authorised care plans



The percentage of authorised care plans has remained consistently high and the October performance is the best in the past 12 months.

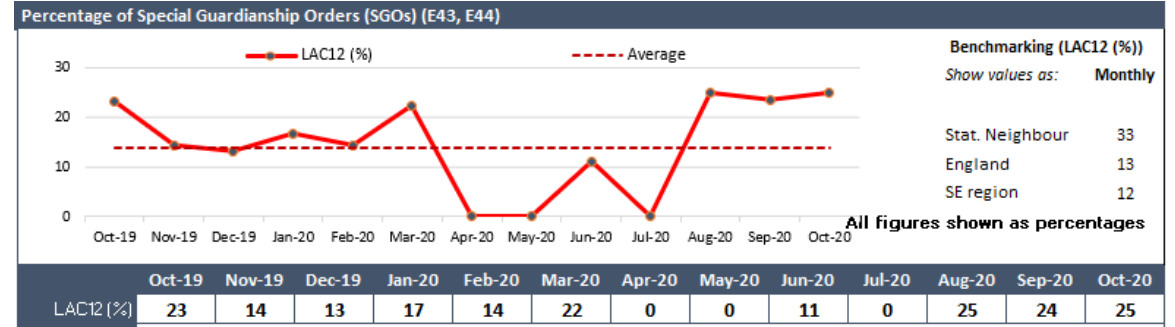
This is a good foundation for tackling the areas of focus; notably the drift and delay in achieving permanence for our looked after children: our audit findings for quarter 2 show that our plans need to be SMARTer and there were some delays identified in relation to achieving permanence for some children.

## Adoption



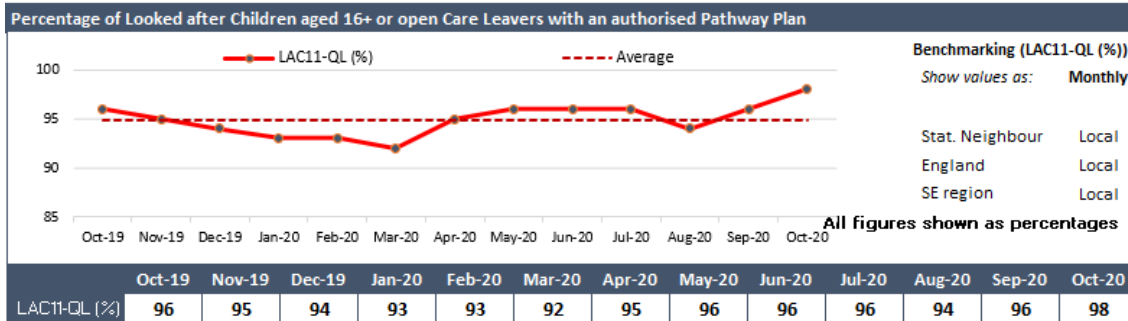
The percentage of LAC episodes ceasing via the adoption route has recovered since the pandemic impact upon court proceedings. For the past two months the Southampton % has been higher than the statistical neighbour (SN), national and regional averages, showing the continued impact of the Regional Adoption Agency (RAA).

## Use of Special Guardianship orders



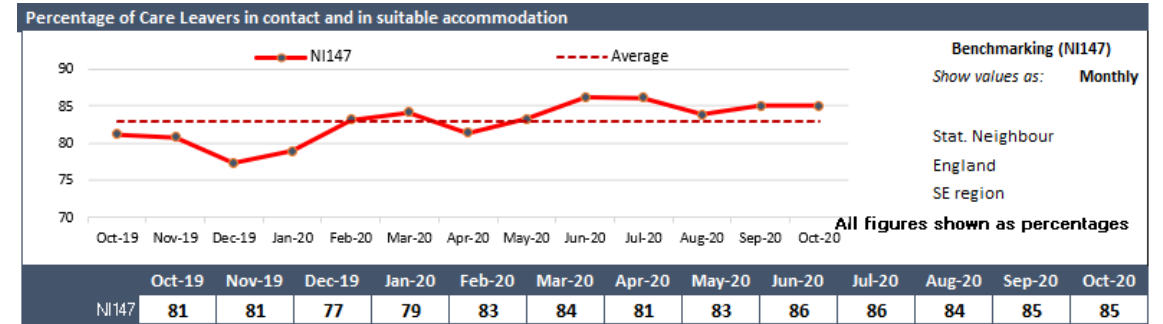
Similarly, the percentage of LAC episodes ceasing via the Special Guardianship Order route has recovered. Consistent performance is recorded over the last three months, with Southampton % still lower than the SN average, but higher than regional and national averages. In the six months prior to Covid, the local average mirrored out statistical neighbours.

## Authorisation of Pathways Plans



The percentage of authorised pathways plans has remained consistently high and the October performance is the best in the past 12 months. This is a good foundation to focus on the quality of work: our audit return in this area is not enough to draw a reliable conclusion regarding the quality of planning.

## Suitable Accommodation for care leavers



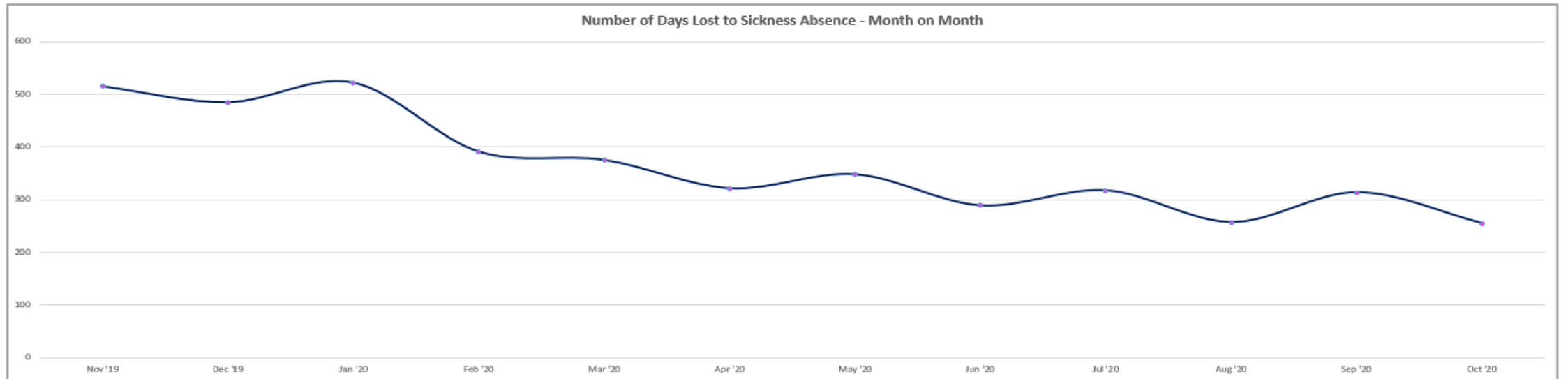
The percentage of care leavers in touch and in suitable accommodation has remained stable, despite the pandemic. Bed and breakfast accommodation has been used once in the past six months.

The service is contributing to the review and recommissioning of young people's housing related support services, which started in September 2020 and is scheduled to conclude in 2022.

# Ones to watch

## Sickness absence

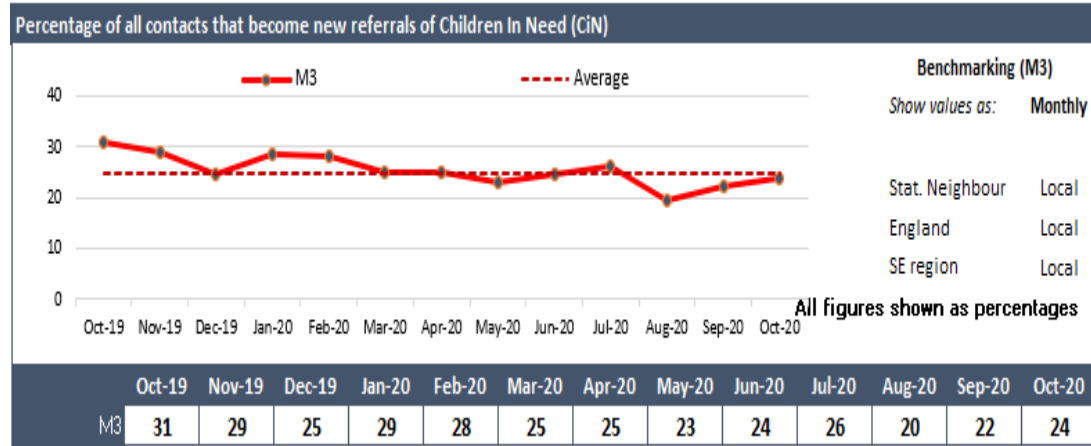
Number of Days Lost to Sickness Absence - Month on Month																							
Team	Nov '19	Dec '19	Trend	Jan '20	Trend	Feb '20	Trend	Mar '20	Trend	Apr '20	Trend	May '20	Trend	Jun '20	Trend	Jul '20	Trend	Aug '20	Trend	Sep '20	Trend	Oct '20	Trend
Exec Director - Children & Learning	515	484	Down	522	Up	391	Down	375	Down	321	Down	347	Up	288	Down	317	Up	257	Down	313	Up	254	Down



The service absence trend has reduced overall since January 2020. However, there were increases in May, July and September with Covid 19 impacting upon a comparatively small number of staff. Our data shows us that the most prevalent sickness types in the service are: In October, the average period of absence per person was 10 days (target is 8 days). This was reduction from 14 days in July 2020. Of the recorded sickness type, the highest is psychological (21%). However, it is noted that 38% of sickness type is not recorded; which is a common issue across the council, and one which impacts upon a clear understanding of the data.

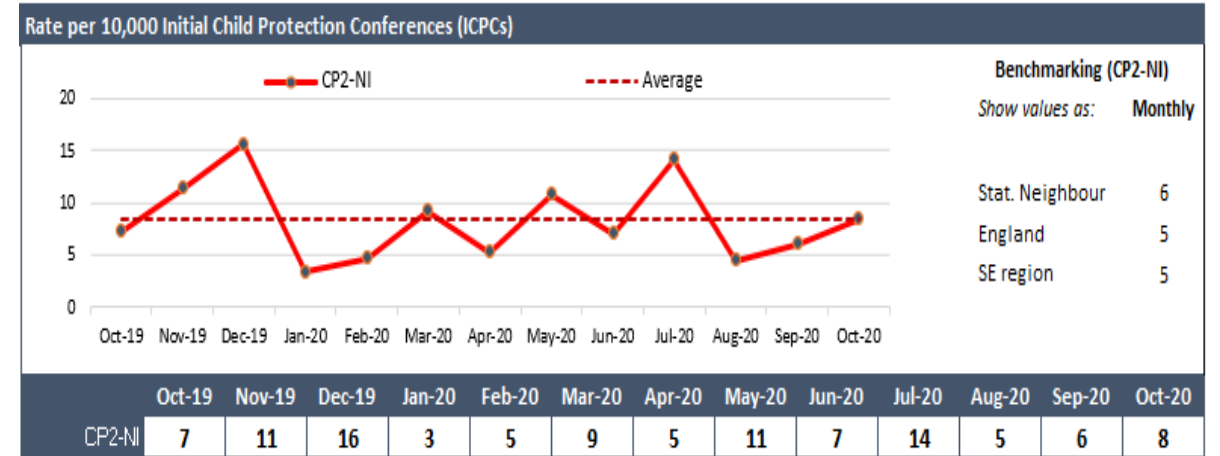


## Conversion of contacts to referrals



The % conversion has shown a reducing trend over the past 12 months. However, it does remain higher than the regional average of 21%. We know that there was more cautious application of thresholds in 2019, which is likely to explain the decreasing trend. Audit activity in the MASH has continued.

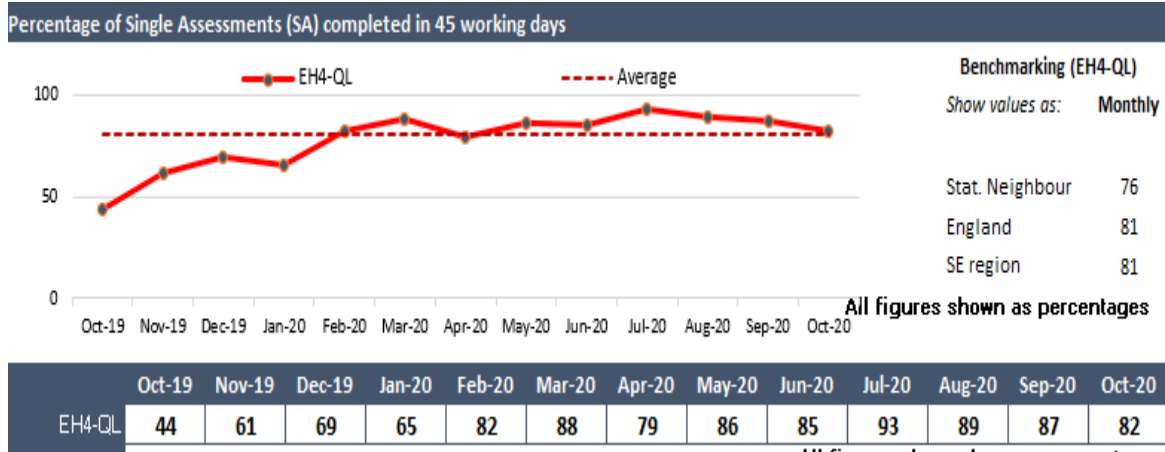
## Rate of Initial Child Protection Conferences



The Initial Child Protection Conference rate has not been stable over the past 12 months. The decrease in January was as a result of management gatekeeping at the time. Over the past six months, the average rate per 10,000 is 9. It is assessed that the pandemic has impacted upon more cautious decision making to some extent; although the rate aligns better with comparators in August and September 2020.

# Ones to watch

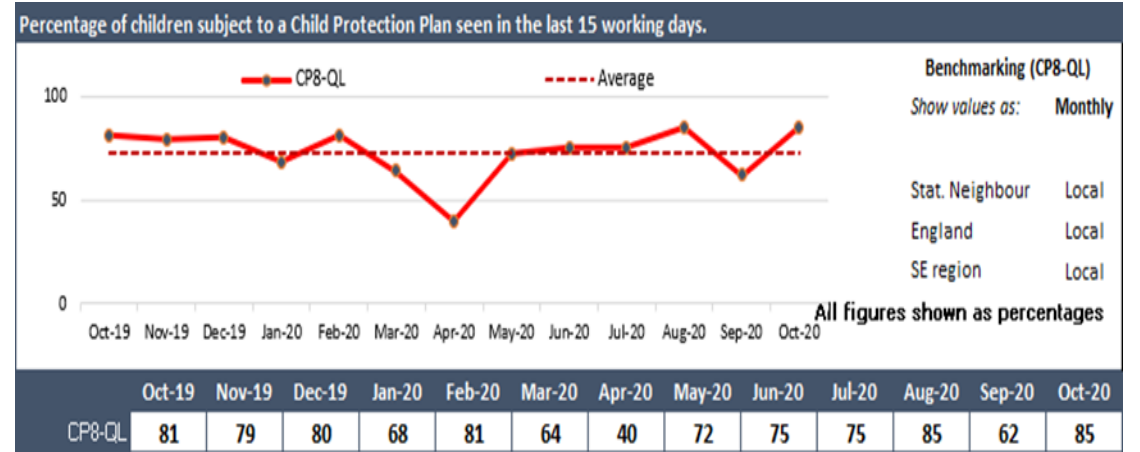
## Timeliness of single assessment completion



Timeliness has remained higher than statistical neighbour, regional and national averages, but a downward trend is noted from July and may be related to the volume of work coming through from MASH.

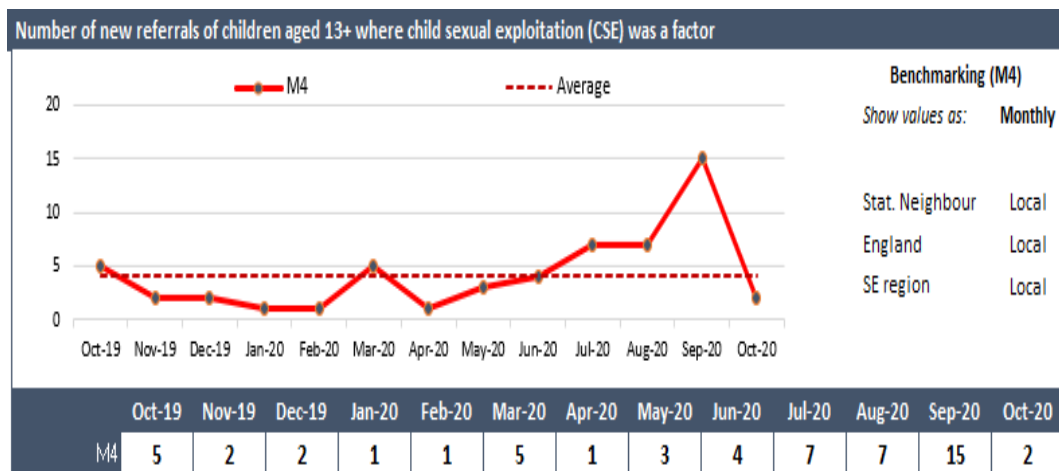
CHAT analysis for October 2019 shows that 41% of single assessments conclude that social care intervention is not required (decrease of 5% since November 2019). This may mean that the threshold for assessment for statutory intervention is too low.

## Children with CPP seen in 15 working days



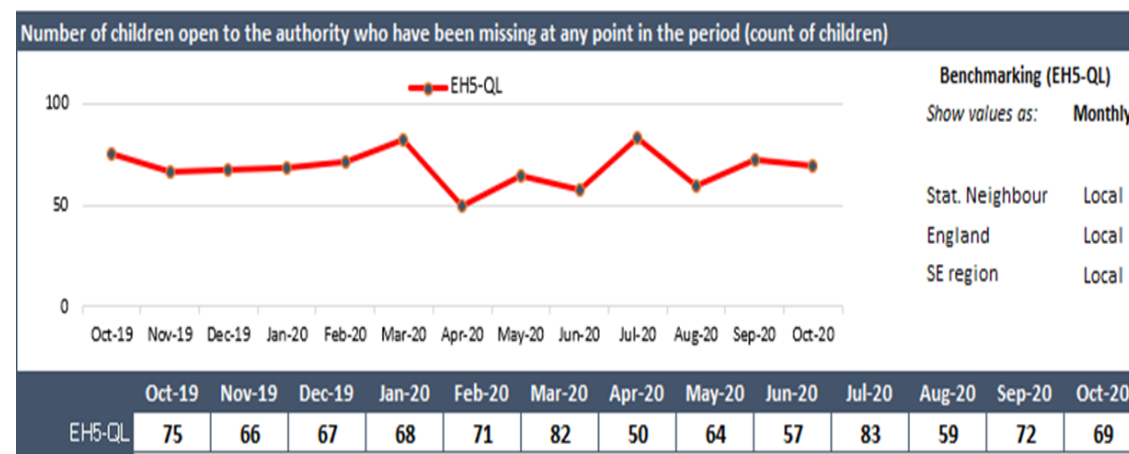
Six month average is 76%, with performance in September impacting on the overall figure. However, the previous 6 month average was 69%. There is an improving picture; although in the other KPIs we can see that caseloads in PACT continue to be high and will continue to impact upon the level of contact until they reduced to the recommended level (20).

## Child Sexual Exploitation



An increasing trend is evident since April 2020, which peaks in September 2020. The service will audit the cases in September 2020 to review the reason for the increase. October data is back at a level comparable with the pre-Covid average.

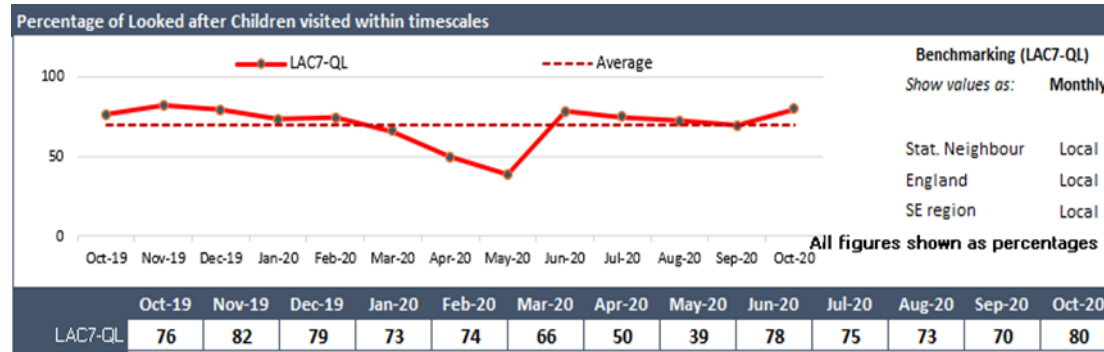
## Number of missing children



Six month average is 67, showing a better picture than the six months before the pandemic (72 days). However, monthly figure can fluctuate, with increases in July and September 2020.

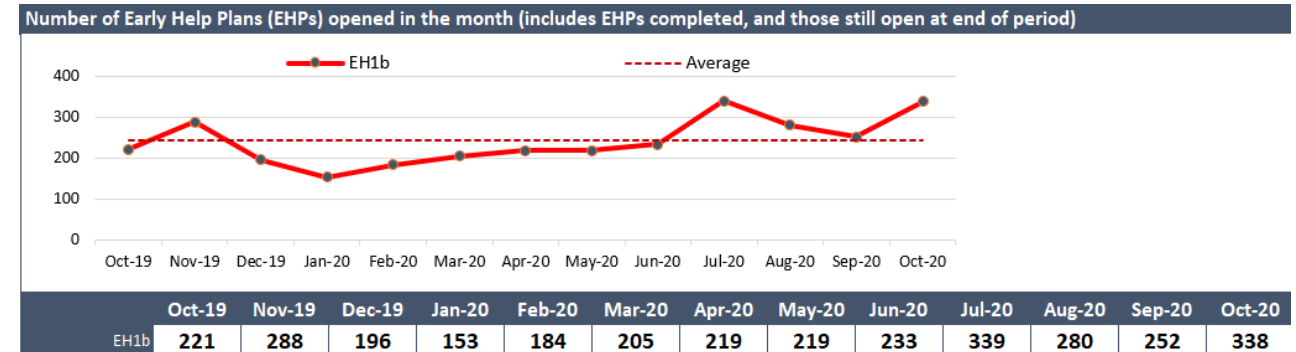
Missing periods for looked after children have improved: October CHAT data shows reducing trend (10% missing in last six months; the percentage was 13% in November 2019). This is better than the statistical neighbour average (12%).

## Timeliness of LAC visiting



Timeliness of LAC visits has recovered since the pandemic really impacted in April and May 2020. At 80% it is at the highest point since November 2019. This indicates that there was an area for improvement pre-Covid.

## Early Help Assessment / Plans completion



The percentage of open cases with open Early Help Assessments is 78.96%, which mirrors the six monthly average. The data team are creating reports to show us the number of open cases without an assessment / plan and the levels of referral from MASH / step down from social care.

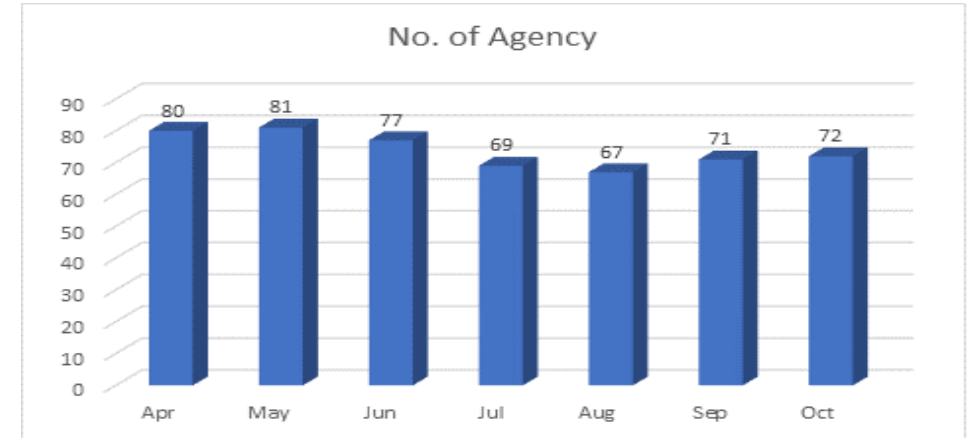
# Things to do better

## Caseloads

	October	November	Trend
Assessment	22	18	Reducing
PACT	30	25	Reducing
LAC	20	19.5	Reducing

Caseloads can evidence a reducing trend; but remain high in relation to targets (20 for PACT and 15 for LAC). DCS is chairing the service Recruitment and Retention Steering Group in November 2020 to review action plan.

## Agency rate



Graph shows total number of agency staff across the service. HR are working with service managers to confirm the use of agency in their service areas; ahead of the completion of the service destination document for EMB in December 2020.

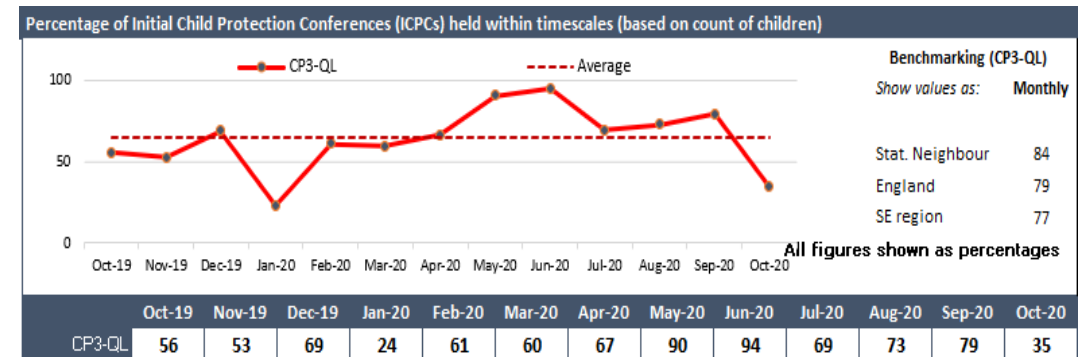
# Things to do better

## Audit completion

July 2020	October 2020	Grading
72%	48%	43% good; 48% RI; 9% IA

A reducing trend is evident, which is disappointing as the October audit was the Year of the Child cohort. What the YOTC cohort does appear to show is that the case tracking does have a positive impact upon audit gradings in respect of improving outcomes for children. However, the inadequate completion affects the success of this initiative overall. Further, 57% of cases were graded as either RI or IA.

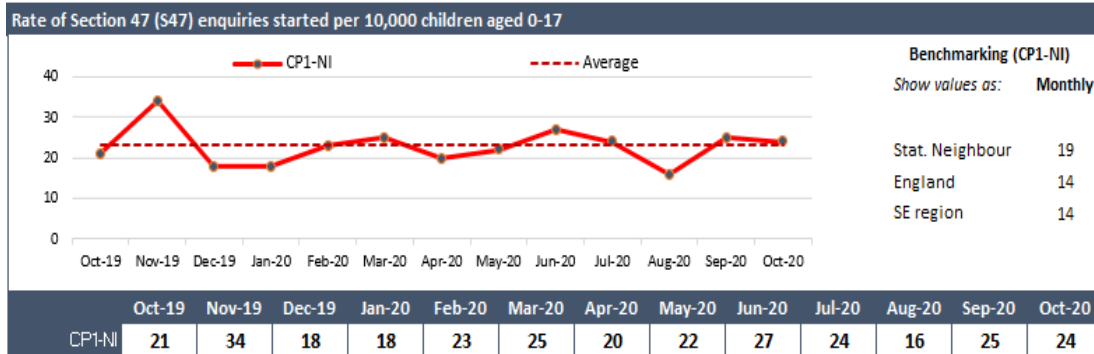
## ICPC timeliness



Performance in this area is not stable and dips notably in October 2020. Six month average prior to this was 79%; aligned with national and regional averages and better than local 12m average of 66%. All the late cases have been reviewed. The issues identified are as follows: 1. There were two conferences that could not be scheduled in timescale due to chair availability. This should be resolved as a new chair has joined the team, bring additional capacity. 2. Administrative error impacted upon the conferences (two were held on day 16). This has been addressed with the admin manager 3. Four conferences were referred in late (1 from assessment and 3 in PACT).

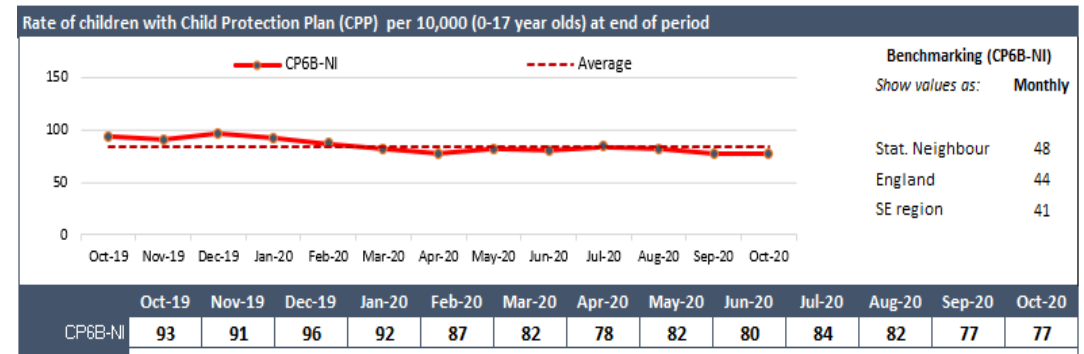
# Things to do better

## Sec.47 rate



12m average for sec.47 rate per 10,000 is 23 which is higher than statistical neighbour, national and regional averages. CHAT data corroborates annual reduction in rate overall.

## Children with CPP rate

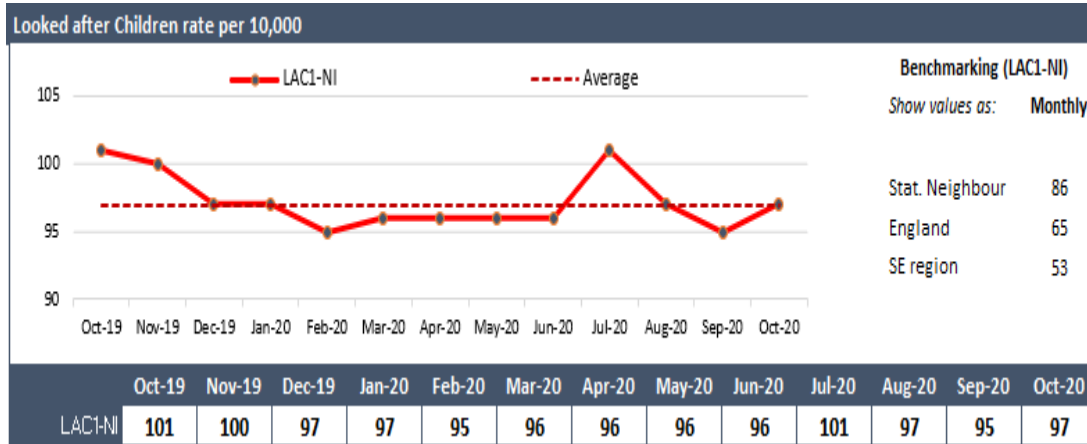


The rate of children subject to child protection plans has shown an overall reducing trend since December 2019, plateauing for the last two months. However, the rate remains notably higher than the statistical neighbour, national and regional averages.

The service intends to convene a panel to review children subject to planning for > 12 months; which should support traction against the plans for some of these cases.

# Things to do better

## Looked after Children rate



The local rate per 10,000 for looked after children remains notably higher than statistical neighbour and particularly national and regional averages. Within the current cohort of 492, 38 children (7.7%) are section 20.

## EET – Care Leavers

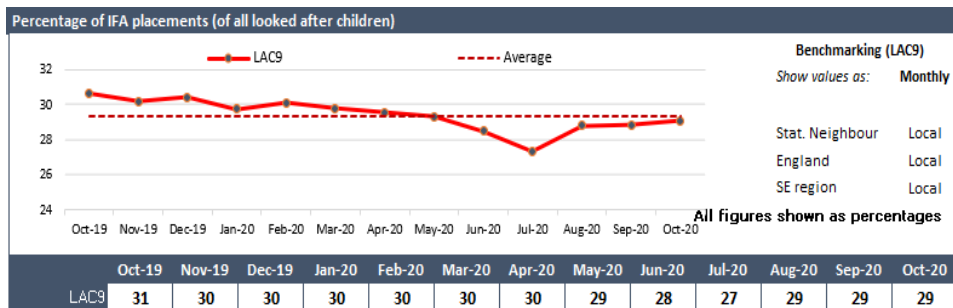
	2019	2020	SN (18 – 19 data)	Analysis
<b>17 – 18 years</b>	54%	53%	-	Reduction by 1%.
<b>19 – 21 years</b>	46%	49%	45%	Improving trend which puts us slightly higher than SN average

CHAT data does not provide the SN average for 17 – 18 years EET, but we can show a reduction in 1% since the last inspection. This is therefore a risk for us. EET outcomes are better in the older 19 – 21 cohort where we can show further improvement against the SN benchmark. However, the local authority needs to be more ambitious.



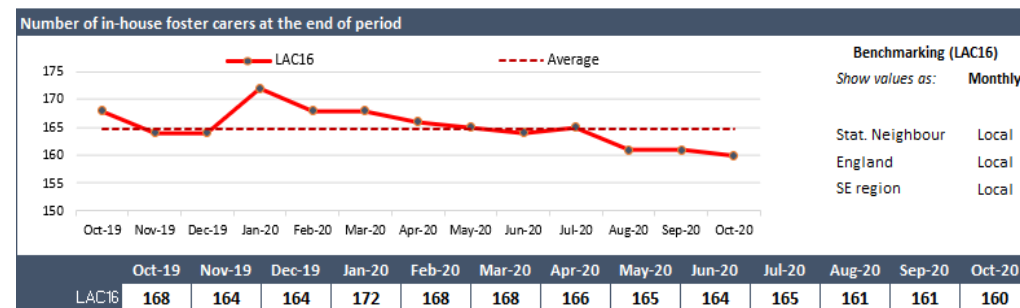
# Things to do better – 6 month trends

## Independent Fostering Agency ~ (IFA) Use



In September 2020 46% of our looked after children were in our own provision (50% is the statistical neighbour average and our target). The % of children in IFA has not changed significantly over the past 12 months and this, triangulated with the number of in house foster carers, shows that the service needs to do more to accommodate our looked after children in our own provision.

## Number of In house foster carers



A decreasing trend is evident in respect of our foster carer numbers. The recruitment strategy for 2020-23 has been drafted and endorsed by CLT. Enquiries remain consistent at the high teens, but our loss of foster carers is not keeping pace with the gains. Our 6 monthly review of closures/resignations is due to take place and will help us understand reasons for resignations and identify retention issues.

Data set is not fully complete – work is underway with the Data Team to finalise the data report for January 2021 Board. Areas marked in grey are new reports

INDICATOR TITLE	SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
<b>KEY PERFORMANCE INDICATORS – MEASURES THAT MATTER</b>						
% Turnover (rolling year) of Permanent Staff in PACT / LAC and Care Leavers	PACT 1 leaver (1.88%)	Requested from HR	5%	5% SW 9% overall	Requested from HR	
Sickness absence days per employee to 8 days or less in rolling year	12.03 days	10 days	8 days	8 days	Reduction	
% of agency workers of headcount	12%	H/count= 12 % FTE's = 14 %	5%	22%	No change	
Caseloads numbers per FTE allocated worker PACT LAC	17.01 overall. >20 -PACT >18 - LAC	25 PACT 19.5 LAC	18 overall 20 -PACT 15 - LAC	18 cross service	Reduction	
No and % of scheduled Audits in Audit programme undertaken to date RAG ratings of those completed: inadequate/RI/Good/Outstanding	72%	48%	90% completion	50%	Reduction	
Number of EH cases with a plan completed in timescale						
% of open EH cases without an active assessment or plan	80% with plan		80% Local			
% increase of referrals into EH: Number of referrals to EH from MASH Number of step downs to EH from CSC						
% of completed C and F assessment with an outcome of CIN	53.91%	56.84%			Increase	
Rate of Sec.47 with an outcome of ICPC per 10,000 children aged 0-17	87 (CHAT)			94		

INDICATOR TITLE	SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
<b>KEY PERFORMANCE INDICATORS-MEASURES THAT MATTER</b>						
Number of Section 47 (S47) enquiries started within the month	126 Scorecard	121 Scorecard	121	121 SN	Reduction	Green
Rate of children subject to child protection planning (per 10,000 0 – 17 years)	77 Scorecard	77 Scorecard	48	48 SN 44 Nat 41 SE	No Change	Red
% of Initial Child Protection Conferences (ICPCs) held within timescales (count of children)	79% Scorecard	35% Scorecard	84%	84% SN	Decrease	Red
% of Review Child Protection Conferences (ICPCs) held within timescales (count of children)	99.4% Q Scorecard	Quarterly	100%	SN 92.9%; Nat 91.8%; Reg 90.7%	Quarterly	Yellow
% of children subject to CPP seen within 15 working days	62% Scorecard	85% Scorecard	90% Local	79%	Increase	Yellow
Number of children with a missing episode in the month	RHI data is recorded in detailed plan					Grey
Number of children looked after with a missing episode in the month						Grey
Rate of LAC per 10,000 (0-17)	95 Scorecard	97 Scorecard	86	86 SN , Nat 65, Reg 53	Increase	Red
Permanence plan recorded at second review (% of Children have a permanence placement plan by their 2nd review)						Grey
% of children whose permanence plan is long term fostering are matched with their carers	42%		>80%	Local		Grey
% of all contacts that become new referrals of Children In Need (CiN)	22% Scorecard	24% Scorecard	21 Local	35%	Increase	Yellow

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCHMARK	PP CHANGE	RAG
<b>MASH</b>							
	% of contacts where a decision being made for a referral for service or not completed in 1 WD or less	94% Scorecard	98% Scorecard	100%	94%	Increase	Green
	Number of new referrals of Children in Need (CiN) rate per 10,000 (0-17 year olds)	70 Scorecard	72 Scorecard	Local	Confirm with data team	Increase	Yellow
	% of referrals which are re-referrals within one year of a closure assessment	6% Scorecard	7% Scorecard	25%	25% SN 23% Nat 25% SE	Increase	Green
	Percentage of referrals that lead to No Further Action	19% CHAT		13%	13%		Yellow
<b>ASSESSMENT</b>							
	% of Single Assessments (SA) completed within 45 days	87% Scorecard	82% Scorecard	76%	76% SN 81% Nat 81% SE	Decrease	Green
	% of referrals in the month where an outcome of the decision included a C & F assessment						Grey
	Rate of completed assessments per 10,000 children aged 0-17	615 CHAT			482 Nat		Red
	% of CIN (not CP or LAC) with a visit within timescales						Grey
	% of CIN (not CP or LAC) with a review in timescale						Grey
	% of CIN (not CP or LAC) with an up to date plan						Grey
	% of children allocated within 48 hrs of referral			100%			Grey

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
<b>ELECTIVE HOME EDUCATION</b>							
	% children in priority groups (CP / CIN / YOS) who are EHE and have been allocated		Figs in new academic year	100%			
	% of EHE cohort visited		Figs in new academic year	100%			
<b>CHILDREN WITH DISABILITIES</b>							
	Children visited in standard timescales	80%		85%	82%		
<b>SEND</b>							
	% of EHCA completed in 20 week statutory timescale			90%	50.3%		
<b>EARLY HELP</b>							
	% of Take up of Funded Early Education for 2 yr olds		63%	80% Local	65% Local		
<b>PROTECTION AND COURT</b>							
	Number of children subject to CP Planning for 2+ years	CHAT					
	% of LAC with a review in timescale			90% local			
	Monthly % of children have pre proceedings starting within 15 WDs of date of decision to enter pre-proceedings	25%		90% Local	90%		
	% of Pre proceeding assessments completed within 16 weeks from the pre-proceeding meeting	10%		80% Local	80%		
	Child on CPP seen alone	20% CHAT			CHAT 50 %		

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
<b>CHILDREN'S RESOURCE SERVICE</b>							
	Number of Edge of Care referrals	570	596	623	442		
	% of cases showing significant improvement between start and latest 'goal-based scores'	87%	85.1	>80%	87%		
	% of Edge of Care children that have remained with their family	78%	78.6	>75%	80%		
	Number of open EoC cases	95	105	>109	116		
<b>YOUTH JUSTICE</b>							
	Rate of custodial sentences imposed on YP aged 10-17 at time of sentence is <0.3.	0.25 (5)		<0.3	SN - 0.23		
	Young people who are in suitable ETE provision when their disposal ended	69% - <16 40% - >16		75% - < 16 75% - > 16	Local		
<b>MET</b>							
	Number of missing episodes in the month Number of children who are repeat missing in the month Number of missing with a completed missing risk assessment in the month % of missing who undertook an RHI	3 days of child return. 35/80 (44%)  3 WDs of child's return. 40/80 (50%)	42% within 3 days (27/64)  67% within 3 working days (43/64)	100%			
	Number of missing episodes in the month Number of children looked after who are repeat missing in the month % of LAC missing offered an RHI % of LAC missing who undertook an RHI	100% offered 22/32 completed 69%)	100% RI's offered (21/21)  91% RI's completed (19/21)	90%			

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
<b>LOOKED AFTER CHILDREN</b>							
	Total Number of Looked after Children	485	492	420	496 SN	increase	
	% of Children with an authorised care plan	96%	98%	95%	95%	increase	
	% of looked after children with a Personal Education Plan (PEP)	97%		95%	97%		
	CLA by age bands and gender						
	CLA by Legal status –look at S20 as a starter						
	CLA at the age they started LAC						
	% of Looked after Children visited within timescales	70% Scorecard	80% Scorecard	Local	Local	increase	
	% of Looked After Children placed >20 miles from LA			17.7%	17.7%		
<b>CARE LEAVERS</b>							
	% of Care Leavers in contact and in suitable accommodation	85%	85%	81%	81% SN	No change	
	% of Looked after Children aged 16+ or open Care Leavers with an authorised Pathway Plan	96% Scorecard	98% Scorecard	95%	95%	increase	
	% Care leavers (N)EET	17-18yr in EET = 50% 19-21 yr in EET = 51% (CHAT)		40%			
	% of Looked after Children Placed in emergency beds / B&B	0	0	0%	Local	No Change	
	% of care leavers received their health passports	33.33%		100%	Local		

Note: Data in this report is refreshed each month, so performance in previous reports may differ as children's records are updated by social workers

INDICATOR TITLE		SEP-20	OCT-20	TARGET	BENCH MARK	PP CHANGE	RAG
<b>ADOPTION</b>							
	Number of adoptions	4 Scorecard	4 Scorecard	3 per month	2 SN		Green
	Number of days between entering care and placement for adoption	415 CHAT		<463	340 days SN 463/ Reg 406 /		Yellow
<b>FOSTERING AND PLACEMENTS</b>							
	Number of In house foster carers	161 Scorecard	160 Scorecard	200 by 2023			Red
	% of children placed in our own provision	42%	46%	>50%			Yellow
<b>SAFEGUARDING CHILDREN'S PARTNERSHIP</b>							
	Ensure that 100% of Child Safeguarding Practice Reviews and Serious Case Reviews are completed within timescales.	7 in progress (3 thematic) 1 complete 0 in timescales		100%			Red