

## Quarter 4 2021/22

### Purpose of the report







To provide a strategic overview of the Council's performance for Quarter 4 2021/22.

### The following scorecards are enclosed:

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# Key to Symbols

Reporting Basis	
Year to Date	Performance accumulated over the year
Rolling Year	Average performance over a 12 month period
Annual	Performance measured once a year
Latest Quarter	Performance this quarter
Snapshot	Performance at a particular point in time
Forecast	Predicted position at the end of the year

Measure Symbols	
	Performance Better than Target
	Performance Worse than Target
	Performance significantly worse than Target
	No information
	Missing Target
	No Value
Bigger is Better	A bigger value for this measure is good
Smaller is Better	A smaller value for this measure is good
Plan is best	Where it is better for performance to be on target rather than above or below

Risk Likelihood	Impact/Consequence				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Probable (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

**Risk Rating**  
(calculated by multiplying the Impact with the Likelihood of each risk)

Risk Symbols	
	Risk Value Increasing
	Risk Value Decreasing
	No Change

Level of Risk	Score
Low	1 - 6
Moderate	7 - 12
High	13 - 25

# Children and Young People

Cllr Stephen Davies

## Quality Assurance

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	91.0%	89.0%	90.0%	80.0%	92.0%	91.0%	★	Performance represents a 12-month high and is similar to that achieved in Q4 2020/21. However, fewer audits were rated as Good or Outstanding than at the same time last year (38% compared with 45%).	n/a
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	82.3%	83.8%	84.4%	84.4%	84.2%	80.0%	★		n/a

## Contact Activity

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	29.0%	23.9%	24.4%	23.5%	25.5%	22.5%	▲		21.3%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	79.9%	88.2%	81.2%	71.9%	70.6%	90.0%	▲		n/a
% Initial visits in time	Bigger is Better	Latest Quarter	82.5%	79.2%	78.2%	69.9%	62.4%	85.0%	▲	Performance has followed a declining trend over the last two years, with timeliness of initial visits reducing from 87.7% in Quarter 4 2019/20 to 65.3% in Quarter 4 2021/22.	n/a

## Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	6.8%	4.8%	4.0%	3.8%	4.2%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	84.1%	80.9%	83.2%	79.6%	77.4%	87.0%	▲		86.9%
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	28.8%	28.4%	27.4%	27.3%	29.5%	25.0%	▲		23.8%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.2%	3.2%	3.1%	2.4%	3.3%	2.0%	▲		1.7%

## Children in Care

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot	70.0%	68.0%	64.0%	64.0%	68.0%	70.0%	●		n/a
% of Children in Care for more than 2.5 years in the same placement for at least 2 years	Bigger is Better	Snapshot	69.3%	67.0%	66.0%	65.6%	65.9%	68.0%	●		70.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	100.0%	99.7%	98.9%	97.4%	97.2%	98.0%	●		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	15.8%	15.9%	16.2%	13.2%	12.5%	13.0%	★		9.5%
% Children in Care persistently absent	Smaller is Better	Snapshot	20.0%	22.0%	18.4%	22.5%	23.9%	5.0%	▲	Sickness accounted for 6.7% of children who had missed more than 10% of school days. Performance would still be worse than target even taking this into account.	10.1%
% of children who have been admitted to care within 12 months of previously being in care	Smaller is Better	Latest Quarter	3.9%	6.6%	3.4%	7.8%	10.3%	11.4%	★		11.4%

## Children Leaving Care

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Snapshot	93.8%	92.4%	94.4%	90.4%	93.8%	95.0%	●	The proportion of older Care Leavers (19-21 years old and over 21's) has been within tolerance of target for the majority of the year. Performance for younger Care Leavers has been persistently worse than target throughout 2021/22. However, at the end of March, this had improved to a within tolerance position for the first time in more than 12 months.	87.9%
% of Young People aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Snapshot	48.3%	51.9%	45.1%	44.9%	45.1%	25.0%	▲	Performance for older Care Leavers (19-21 year olds and over 21's) was similar at the end of March. However, there had been an improvement in the proportion of 16-18 years olds not in employment, education or training, down from 41.0% to 33.3%. Performance remains worse than target for all age groups.	48.8%

## Youth Support

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.5%	2.3%	1.3%	2.2%	2.2%	4.5%	★	NEET percentage from MI Program at end of March (snapshot). This is a very positive figure.	n/a

# Education and Skills

## Cllr Philip Robinson

### Schools

	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	Target Mar-22		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	6	16	12	35	41	34	▲		n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	81.0%	81.0%	81.0%	85.0%	91.0%	85.0%	★		n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	86.0%	86.0%	86.0%	87.0%	86.0%	88.0%	●		n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.7%	91.7%	90.9%	91.1%	92.0%	●		n/a
	Good Performance High/Low	Reporting Basis	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22			Comments	Comparator Group
Rate per 1,000 of children with an Education Health and Care Plan	Plan is Best	Latest Quarter	25.2	26.0	26.6	27.3	28.0				28.0
	Good Performance High/Low	Reporting Basis	Academic Year Ending 2017	Academic Year Ending 2018	Academic Year Ending 2019	Academic Year Ending 2020	Academic Year Ending 2021			Comments	Comparator Group
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Academic Year	57.0%	60.0%							
% points gap between disadvantaged pupils and their peers at Key Stage 2 (achieving expected standard or above in Reading, Writing and Maths)	Smaller is Better	Academic Year	27.0%	28.0%	28.0%						
% points gap between disadvantaged pupils and their peers at Key Stage 4 (achieving A* - C in English and Maths)	Smaller is Better	Academic Year	17.3%	17.4%							
% of pupils achieving grades 9-5 in English and Maths	Bigger is Better	Academic Year		47.3%	47.8%	54.9%	57.3%				52.7%

# Strategic Risk



## Strategic Risk Register

Strategic Risk 7: Safeguarding Children, Young People & Adults											
		Risk Owner	Inherent Risk	Mar-21	Jun-21	Sep-21	Dec-21	Actual Mar-22	DoT Mar-22	Mitigating Actions	
⊕ SR7.2	Ineffective social care practice, management oversight and review processes resulting in drift and delay for children and young people in situations of harm.	Spencer, Chris	High 25	Moderate 8	Moderate 8	Moderate 8	Moderate 8	Low 6	↓	★	Our AIP, Performance Management and QA, Team Improvement Programme and Essentials 2.0/3.0 continue to provide the framework for our improvement journey. Although the operational landscape remains challenging we have seen some improvements in key indicators and quality of practice through QA during Q4. Workforce stability and capacity remain key challenges. Ofsted undertook their ILACS inspection in February with the final report published on 1 April - this has removed GCC Children's Services from the inadequate category. It further acknowledged the significant progress that has been made although more is needed for services to be consistently good.
⊕ SR7.4	Failure to close the gaps in educational outcomes for vulnerable learners and their peers resulting in adverse impacts for children and families, increased cost/pressures on specialist provision and damage to reputation.	Harrison, Kirsten	High 20	Moderate 12	Moderate 12	Moderate 12	High 16	Moderate 9	↓	●	Whilst pressures remain around continued increase in requests to assess for EHCP; workflows around assessment and the issue of plans, as well as continued high emergence of increasing numbers of CYP with the primary need of SMEH, the provision of additional resource by cabinet to address backlogs and interim changes of priority work and practice plans, are starting to impact. In addition we have been invited to become part of a DfE 'SEND Best Value' project' which will provide expertise and resource to address systemic issues in the longer term. The SEND green paper published on 29.3.22 supports the planned actions and priorities set out in short term targeted improvement plans linked to increasing temporary staffing capacity from one-off resource as well as the medium and longer term strategic changes. The refreshed SEND strategy and Inclusion Strategy are in their system engagement phase and focused task and finish groups around the Local Area SEND Inspection and Special School place planning have been established around SEND & Inclusion teams with Social Care and Health engagement to target and steer transformation work to mitigate medium and long term risks to CYP with SEND. The Principal Education Psychologist comes to post on 25.4.22 to lead the Education Psychology and ATS transformation of services alongside the transformation of the EHCP casework team structure. All this proactive work and increased one-off investment reduces the risks identified in the risk rating last quarter.
⊕ SR7.5	Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to discontinuity in social engagement with children and families	Spencer, Chris	High 16	Moderate 8	Moderate 8	Moderate 12	Moderate 12	Moderate 12	→	●	The action taken by CS SLT and corporate in Q3 has led to some improvement and stabilising of the situation in Q4, for workforce capacity and stability. That said, the situation remains extremely challenging and an enduring risk to achieving the goal of delivering consistently good services. Sickness due to Covid was certainly a factor over the course of Q4.
⊕ SR7.7	Failure to develop sufficient placement capacity to meet the needs of children looked after	Spencer, Chris	High 16	Moderate 12	Moderate 12	Moderate 12	Moderate 12	Moderate 12	→	●	The enduring difficulties in the provider market due to Covid, alongside factors such as workforce availability and ongoing growth in our children in care population led to a very challenging Q4. The Sufficiency Strategy continues to provide the focal point for our work and is currently being refreshed. Greater use of our in house foster care capacity and Trevone House have helped offset some of the need for residential placements although some growth was inevitable in the circumstances. The next stage in developing capacity with provider partners, through Southfield House, is also progressing.