

Quarter 2 2021/22

Purpose of the report







To provide a strategic overview of the Council's performance for Quarter 2 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	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of audits judged as Requires Improvement (RI) or better	Bigger is Better	Latest Quarter	86.0%	87.0%	91.0%	89.0%	90.0%	91.0%	●	Performance improved slightly in Quarter 2 but performance against target has changed from better than to within tolerance of target due to a stretch target being implemented this quarter. The target rose from 88% to 91% to support the continuous drive for improvement in quality of practice. However, a higher proportion of cases audited were rated as Requires Improvement in Q2 (52% up from 45%), with a reduction in cases audited judged as Good or Outstanding from 44% to 40%.	n/a
	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Children open to Social Care with fewer than 3 Social Workers in 6 months	Bigger is Better	Snapshot	79.3%	77.9%	82.3%	83.8%		84.4%			n/a

Contact Activity

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of referrals to Social Care that are re-referrals within 12 months	Smaller is Better	Latest Quarter	29.6%	29.2%	29.0%	23.9%	24.4%	22.5%	▲	In-month, re-referrals saw a spike in July 2021 as the schools closed for Summer (30.5%). However, in August and September, re-referrals were better than target at 21.9% and 21.4%. Performance has been better than target for 4 of the last 5 months indicating that the work localities are doing to review the reasons for re-referrals each month is gaining traction and beginning to impact the level of re-referrals received.	22.5%
% of Initial Decisions made within 24 hours for all contacts	Bigger is Better	Latest Quarter	92.4%	66.7%	79.9%	88.2%	81.2%	90.0%	▲	Performance remained similar and worse than target in-month throughout the quarter.	n/a
% Initial visits in time	Bigger is Better	Latest Quarter	85.7%	82.3%	82.5%	79.2%	69.5%	85.0%	▲	Performance has followed a declining trend since Mar-20 when 87.7% of initial visits were timely compared to 69.5% in Quarter 2.	n/a

Children in Need of Help & Protection

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Children in Need who have been on a plan for 12 months or more	Smaller is Better	Snapshot	6.0%	6.0%	7.0%	5.0%	4.0%	10.0%	★		n/a
% of Single Assessments completed within 45 working days	Bigger is Better	Latest Quarter	84.5%	83.0%	84.1%	80.9%	83.2%	87.0%	●		84.3%
% of Children becoming the subject of a Child Protection Plan for a second or subsequent time	Smaller is Better	Latest Quarter	32.8%	26.6%	28.8%	28.4%	27.4%	25.0%	▲		23.3%
% of Children subject to Child Protection Plans lasting 2 years or more	Smaller is Better	Snapshot	2.1%	3.1%	2.2%	3.2%	3.1%	2.0%	▲		2.8%

Children in Care

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Children who are fostered who are placed with the in-house fostering service	Bigger is Better	Snapshot	69.0%	66.0%	70.0%	68.0%	64.0%	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	65.6%	64.3%	69.3%	67.0%	66.0%	65.0%	★		68.0%
% Children in Care (CIC) reviewed in timescales	Bigger is Better	Latest Quarter	100.0%	100.0%	100.0%	99.7%	99.1%	98.0%	★		n/a
% of Children in Care with at least 3 placements in the last 12 months	Smaller is Better	Snapshot	15.7%	17.9%	15.8%	15.9%	16.2%	13.0%	▲		11.0%
% Children in Care persistently absent	Smaller is Better	Snapshot	14.8%	18.1%	20.0%	22.0%	18.4%	5.0%	▲		10.1%
% of children who have been admitted to care within 12 months of previously being in care	Smaller is Better	Latest Quarter	9.8%	8.7%	3.9%	6.6%	3.4%	11.4%	★		11.4%

Children Leaving Care

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Young People aged 19-21 who were looked after aged 16 who were in suitable accommodation	Bigger is Better	Snapshot	94.1%	93.1%	93.8%	92.4%	94.4%	95.0%	●		80.7%
% of Young People aged 19-21 who were looked after aged 16 who were not in employment, education or training	Smaller is Better	Snapshot	51.6%	48.3%	48.3%	51.9%	45.1%	25.0%	▲		38.6%

Youth Support

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
% of Young People (academic age 16-17) not in education, employment or training (NEET)	Smaller is Better	Snapshot	2.4%	2.6%	2.5%	2.3%	1.3%	4.5%	★	NEET percentage from MI Program at end of September (snapshot). This is significantly better than target.	4.5%

Education and Skills

Cllr Philip Robinson

Schools

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Target Sep-21		Comments	Comparator Group
Number of pupils permanently excluded (all pupils)	Smaller is Better	Latest Quarter	8	26	6	16	13	13	★		n/a
% of pupils attending good or outstanding Secondary Schools	Bigger is Better	Snapshot	81.0%	81.0%	81.0%	81.0%	81.0%	81.0%	★		n/a
% of pupils attending good or outstanding Primary Schools	Bigger is Better	Snapshot	86.0%	86.0%	86.0%	86.0%	86.0%	86.0%	★		n/a
% of good or outstanding Early Years Settings	Bigger is Better	Snapshot	91.0%	91.0%	91.0%	91.7%	91.7%	91.0%	★		n/a

	Good Performance High/Low	Reporting Basis	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	Comments	Comparator Group
Rate per 1,000 of children with an Education Health and Care Plan	Plan is Best	Latest Quarter	23.8	24.6	25.2	26.0	26.6		28.0

	Good Performance High/Low	Reporting Basis	Academic Year Ending 2016	Academic Year Ending 2017	Academic Year Ending 2018	Academic Year Ending 2019	Academic Year Ending 2020	Comments	Comparator Group
The SEN/Non-SEN gap - achieving expected standard or higher at KS2 in Reading, Writing & Maths	Smaller is Better	Academic Year	49.0%	57.0%	60.0%			Due to the COVID 19 Pandemic no Key Stage 2 data has been published for the 2019/20 academic year, this dataset was cancelled.	
% 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	22.0%	27.0%	28.0%	28.0%		Due to the COVID 19 Pandemic no Key Stage 2 data has been published for the 2019/20 academic year, this dataset was cancelled.	
% points gap between disadvantaged pupils and their peers at Key Stage 4 (achieving A* - C in English and Maths)	Smaller is Better	Academic Year	33.0%	17.3%	17.4%			Although no data is available, the gap between the achievement of vulnerable children (those with SEND, disadvantaged pupils eligible for free school meals, minority ethnic groups and children known to social care) and their peers is a significant concern and is expected to widen. Provision for the children and young people most at risk has been supported in a number of ways by schools and the Local Authority.	
% of pupils achieving grades 9-5 in English and Maths	Bigger is Better	Academic Year			47.3%	47.8%	55.0%	As GCSE results were not awarded based on a final examination, performance is not comparable with previous years and should be treated with caution. However, Gloucestershire's performance is better compared to statistical neighbours, the South West and the national position.	49.9%

Strategic Risk



Strategic Risk Register

Strategic Risk 7: Safeguarding Children, Young People & Adults										
		Risk Owner	Inherent Risk	Sep-20	Dec-20	Mar-21	Jun-21	Actual Sep-21	DoT Sep-21	Comments
⊕ 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	Moderate 8	→	● Our Accelerated Improvement Plan, QA and Performance Management Framework continue to provide the key drivers for improvement activity. Our Team Improvement Plan and Essentials 2.0 and 3.0 programmes enable practitioners to hone their skills in support of improving outcomes for children and families. Recent operating conditions have been challenging due to increased demand and churn in our work force. Senior leaders have taken action to address these including an Innovate Team to progress permanence and a case file screening programme to address and recording or practice deficiencies.
⊕ 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	Moderate 12	Moderate 12	→	● The impact of Covid has exacerbated pre-existing inequalities. Whilst national benchmarking assessments have been disrupted - 2020, 2021 - making comparative data problematical, it is clear the gap for vulnerable young people is widening and vulnerable learners have been disproportionately affected. The further development of the Education Reference Group and closer working established with all settings across the Covid period will be key in understanding and planning to address those gaps in partnership with the transformational project works in train focused on High Needs provision.
⊕ 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 8	Moderate 8	Moderate 12	↗	● Our Workforce Development Strategy continues to draw upon a wide range of sources in growing our own practitioners - including Frontline, increased ASYE, Students, Step Up, Apprenticeships and Overseas Social Workers. We keep our employment offer under review and have recently revised our Agency rate to ensure it remains competitive. The Social Work Academy provides a rich curriculum to support professional development. An extensive range of employee support is also in place for practitioners. More recently we have experienced greater churn in our workforce and an increase in vacancies due to difficulties in recruitment, particularly in our safeguarding and assessment teams. The situation is further compounded by increased demand leading to higher caseloads. Senior leaders are working with HR colleagues to respond and ensure improvement activity is not affected.
⊕ 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	→	● Our Sufficiency Strategy continues to provide the focal point for our work to ensure we have the right placements for our children and young people. Trevone House is now operational and providing for some of our most complex young people with plans well advanced to extend the model to other sites. Proposals for a parent and child assessment provision are also well advanced. The difficulties in the provider market, due to Covid and other factors, continue and this is making it very challenging to place some children and young people. Our numbers of children in care are increasing as is the proportion placed out of county. Placement stability, both short and long-term, has improved but more is needed to meet our ambitions. Utilisation of in-house foster capacity has also improved.