

**Worcestershire County Council Balanced Scorecard**



**Children's Services**

**Quarter 2 2015/16**

To view more information for a particular indicator, please click the indicator name.

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Targets relate to 2015/16 financial year, unless otherwise stated.

Key to Direction of travel



Deteriorating



No change




Improving








Not applicable


**Area of Focus**



Area of Focus	Performance Indicator	Target	Latest Performance		Direction of Travel	Data Period	Comments
Children & Families	<a href="#">Decrease in the percentage of permanent exclusions in primary schools from: 0.03 in 2013/14 to 0.01 in 2014/15.</a>	0.01%	0.05%	<b>RED</b>		2014/15 Academic Year	<p><b>Data Commentary:</b> The percentage of permanent exclusions in primary schools has increased by 0.02% from 0.03% in 2013/14 to 0.05% in 2014/15 academic year. Provisional data from ONE.</p> <p><b>Activity:</b> Schools are under increasing pressure</p>



						<p>under the new Ofsted requirements to demonstrate excellent behaviour from children in their schools and are less likely to tolerate behavioural issues. The current national Exclusions Guidance and increase in the number of academies means that there is less opportunity for LA challenge. The Independent Review of Exclusions process has changed the focus of the LA to examining and making judgements about the process schools have followed, rather than appropriate support for a child experiencing behavioural difficulties. Our focus now has begun to concentrate on the issue of reintegration following permanent exclusion.</p>
<p>Children &amp; Families</p>	<p><a href="#">Decrease in the percentage of permanent exclusions in secondary schools from: 0.11% in 2014/15 to 0.10% in 2014/15.</a></p>	<p>0.10%</p>	<p>0.20%</p>	<p>RED</p>	<p></p>	<p>2014/15 Academic Year</p> <p><b>Data Commentary:</b> The percentage of exclusions in secondary schools has increased by 0.06% from 0.11% in 2013/14 to 0.17% in 2014/15 academic year Provisional data from ONE.</p> <p><b>Activity:</b> Schools are under increasing pressure under the new Ofsted requirements to demonstrate excellent behaviour from children in their schools and are less likely to tolerate behavioural issues. The current national Exclusions Guidance and increase in the number of academies means that there is less opportunity for LA challenge. The Independent Review of Exclusions process has changed the focus of the LA to examining and making judgements about the process schools have followed, rather than appropriate support for a child experiencing behavioural difficulties. Our focus now has begun to concentrate on the issue of reintegration following</p>



							permanent exclusion.
Children & Families	<a href="#">A decrease in the number of children with a CPP for 18 months or more from 13 at 31/03/2015 to 10 in 2015/16</a>	10	17	RED		as at 30/09/2015	<p><b>Data Commentary:</b> The number of children on a child protection plan for 18 months or more has increased by 3 from 14 at 30/06/15 to 17 at 30/09/15. This is a direct result of activity through the Back to Basics Improvement Plan.</p> <p><b>Activity:</b> The new model of Child Protection Conferencing is being developed and will include a definitive step up to LAC /step down to CIN at the 3rd Child Protection Conference (9 months) to ensure children do not drift through the child protection system. Auditing of all children subject to CPP for 12 – 18 months will be undertaken to ensure that children have the right plan and that the intervention is right for them and having a positive impact.</p>
Children & Families	<a href="#">Percentage of NEET's unknown</a>	10.0%	52.3%	RED		as at 30/09/2015	<p><b>Data Commentary:</b> The percentage of NEET's unknown has increased by 46.0% from 6.3% at 30/06/15 to 52.3% at the 30/09/15. The NEET figure in September is adversely affected every year by the transition of young people between education provision at this time. This arises annually due to the movement of young people in education and learning at the start of the academic year in September and the lag in information from schools and colleges that temporarily skews the data prior to re-establishing their destinations.</p> <p><b>Activity:</b> This re-adjustment occurs during Q3 and it is expected that this will return to the</p>

							previously achieved level of circa 5.0%
Children & Families	<a href="#">Children placed outside LA boundary 20+ miles from where they used to live to be 12% or less</a>	12%	9.5%	GREEN		Q2 2015/16	<p><b>Data Commentary:</b> The percentage of children placed outside the LA boundary 20+ miles from where they used to live has decreased by 3.9% from 13.4% in Q1 to 9.5% in Q2. Although we have had a general increase in LAC numbers we have still been able to reduce the percentage of children placed outside LA boundary 20+ miles from where they use to live.</p> <p><b>Activity:</b> A reduction due to development of in-house supported living provision for 16+ has helped improve this indicator and we anticipate this will also show an improvement going forward.</p>
Children & Families	<a href="#">The percentage of LAC adopted as a proportion of children looked after for 6 months to remain at 14.5% in 2015/16.</a>	14.5%	4.9%	N/A		As at 30/09/2015	<p><b>Data Commentary:</b> The percentage of LAC adopted as a proportion of children looked after for 6 months has increased by 1.4% from 3.5% in Q1 year to date to 4.9% Q2 year to date. This indicator is RAG-rated at the end of the year as the percentage is cumulative over time. Performance is improving but timely Permanency Planning has been identified as a key service priority, and changes will be made over the next few months to improve the effectiveness of the permanency planning process.</p> <p><b>Activity:</b></p>
Children & Families	<a href="#">Percentage of children subject to a child protection plan</a>	15.80%	12.7%	GREEN		as at 30/09/2015	<p><b>Data Commentary:</b> The percentage of children on a 2nd or subsequent child protection plan has reduced by 9.3% from 22.0% in Q1 to</p>




	<a href="#">for the 2nd or subsequent time in line with the national average</a>					<p>12.7% in Q2. This is directly linked to the Back to Basics Improvement Plan and the increased scrutiny of application of threshold between the Team Manager and the Safeguarding &amp; Quality Assurance Service.</p> <p><b>Activity:</b> The new model for Child Protection Conferencing is being developed and will ensure that the cessation of a CP plan is robustly tested.</p>
Children & Families	<a href="#">Decrease in persistent absence in primary schools from 2.4% in 2013/14 to 2.1% in 2014/15.</a>	2.1%	3.0%	RED		<p>2014/15 Academic Year</p> <p><b>Data Commentary:</b> The percentage of pupils that were persistently absent in primary schools has increased by 0.8% from 2.4% in 2013/14 academic year to 3.0% in 2014/15 academic year (5 half terms). This is identified from provisional data from the ONE system and will be ratified later in the year via national census data.</p> <p><b>Activity:</b> The Phase 2 of the Stronger Families program retains a focus on improving school attendance. Early Help is being re-focused under the Prevention &amp; Intervention Strategy which will join up the interventions of all stakeholders to improve Early Intervention and subsequently school attendance. The Education Welfare and Education Investigation services have now transferred to Babcock Prime as part of the Learning &amp; Achievement commissioning project and will deliver the outcomes from enforcement action for non-attendance and develop the support available for schools to purchase to raise attendance levels and reduce the numbers of persistent absentees.</p>



Children & Families	<a href="#">A decrease in 16-18 year olds who are NEET</a>	4.0%	4.8%	RED		as at 30/09/2015	<p><b>Data Commentary:</b> The percentage of NEET has increased by 1.0% from 3.8% at the 30/06/2015 to 4.8% at the 30/09/15. The NEET figure in September is adversely affected every year by the transition of young people between education provision at this time. This arises annually due to the movement of young people in education and learning at the start of the academic year in September and the lag in information from schools and colleges that temporarily skews the data prior to re-establishing their destinations.</p> <p><b>Activity:</b> The September increase this year is significantly lower than in the previous year, where the figure was 8.1%. This indicator is expected to return to c. 4.0% during Q3 as activity is focussed on quickly identifying young people who do not start on their planned courses and finding suitable alternatives, whilst continuing to work with those young people already in the NEET group.</p>
Children & Families	<a href="#">Decrease in persistent absence in secondary schools to remain at 5.0% in 2014/15.</a>	5.0%	5.4%	RED		2014/15 Academic Year	<p><b>Data Commentary:</b> The percentage of pupils that were persistently absent in secondary schools has increased by 0.4% from 5.0% in 2013/14 to 5.4% in 2014/15 academic year (5 half terms). This is identified from provisional data from the ONE system and will be ratified later in the year via national census data.</p> <p><b>Activity:</b> The Phase 2 of the Stronger Families program retains a focus on improving school attendance. Early Help is being re-</p>



							focused under the Prevention & Intervention Strategy which will join up the interventions of all stakeholders to improve Early Intervention and subsequently school attendance. The Education Welfare and Education Investigation services have now transferred to Babcock Prime as part of the Learning & Achievement commissioning project and will deliver the outcomes from enforcement action for non-attendance and develop the support available for schools to purchase to raise attendance levels and reduce the numbers of persistent absentees.
Children & Families	<a href="#">An increase in the % of Care Leavers that are EET from 38.2% in 2014/15 to 52% in 2015/16.</a>	52%	35.4%	RED		Q2 2015/16	<p><b>Data Commentary:</b> There has been a slight increase in the percentage of care leavers that are EET by 0.2% from 35.2% in Q1 2015/16 to 35.4% in Q2 2015/16.</p> <p><b>Activity:</b> We are exploring the development of apprenticeship opportunities. A meeting between the Department for Work and Pensions and the Post 16 Engagement Team will focus on supporting NEET care leavers in Redditch.</p>
Children & Families	<a href="#">An increase in the percentage of pupils who achieved a good level of development in the Early Years Foundation Stage</a>	60.0%	66.8%	GREEN		2014/15 Academic Year	<p><b>Data Commentary:</b> There has been an increase in the percentage of pupils who achieve a Good Level of Development in the Early Years Foundation Stage by 8.8% from 58.0% in 2013/14 to 66.8% in 2014/15. The 2014/15 outcomes reflect the fact that schools are now more confident in their understanding and application of the Early Learning Goals (ELGs). The quality of moderation is also high. All ELGs are now at least in line with those seen nationally and the gap between</p>



							the performance of the lowest 20% and the rest of the pupils has reduced significantly. The focus on writing has had a positive impact on outcomes. <b>Activity:</b> Actions to support the quality of provision within schools and settings will continue to focus specifically on reading, writing and numeracy.
Children & Families	<a href="#">An increase in the proportion of children making expected rates of progress from KS2 to KS4 - English</a>	73.5%	71.0%	RED		2014/15 Academic Year	<b>Data Commentary:</b> The proportion of children making expected rates of progress from KS2 to KS4 in English has decreased by 0.5% from 71.5% in 2013/14 to 71.0% in 2014/15. The data currently available is provisional and does not include all schools' results. There is currently no national data available for comparison. <b>Activity:</b> Schools are now focusing on the new attainment 8 and progress 8 measures which will become the new standard from 2015/16.
Children & Families	<a href="#">An increase in the proportion of children making expected rates of progress from KS2 to KS4 - maths</a>	73.5%	72%	RED		2014/15 Academic Year	<b>Data Commentary:</b> The proportion of children making expected rates of progress from KS2 to KS4 in maths has increased by 2% from 70.0% in 2013/14 to 72.0% in 2014/15. The data currently available is provisional and does not include all schools' results. There is currently no national data available for comparison. <b>Activity:</b> Schools are now focusing on the new attainment 8 and progress 8 measures which will become the new standard from 2015/16.






Children & Families	<a href="#">An increase in children being adopted within 18 months between entering care and moving in with their adoptive family to 75% in 2015/16.</a>	75.0%	80.0%	GREEN		Q2 2015/16	<p><b>Data Commentary:</b> The percentage of children being adopted within 18 months between entering care and moving in with their adoptive family has increased by 10.0% from 70.0% Q1 year to date to 80.0% Q2 year to date. Performance continues to be strong and is continuing to improve. The ALB target is for less than 548 days, but Worcestershire is currently achieving moves on average in less than 380 days. Adoption Orders for a legacy cohort sibling group will be made this month (October), which will skew the data slightly next quarter.</p> <p><b>Activity:</b></p>
Children & Families	<a href="#">% achieving at least 3 A levels at A* - E</a>	78.0%	72.7%	RED		2014/15 Academic Year	<p><b>Data Commentary:</b> There has been a decrease in the percentage achieving at least 3 A levels at A* - E by 4.2% from 76.9% in 2013/14 to 72.7% in 2014/15. The data currently available is unvalidated and, based on historical information, is likely to change significantly between August and the publication of final results.</p> <p><b>Activity:</b></p>
Children & Families	<a href="#">Reduce the attainment gap between Looked After Children attaining 5 A* to C at GCSE including English and Maths or equivalent</a>	In line with the national figure.	45.0%	NO STATUS		2014/15 Academic Year	<p><b>Data Commentary:</b> The percentage gap between looked after children and their peers achieving 5 A*-C at GCSE Inc. English and Maths has decreased by 0.4% from 45.6% in 2013/14 to 45.0% in 2014/15.</p> <p><b>Activity:</b> The attainment gap has reduced slightly and provisional results for summer 2015 indicate a marginal increase in LAC achieving 5AC(EM) despite the on-going</p>



							changes to DfE methodology. Through the PEP process schools were supported and challenged to ensure the appropriate use of Pupil Premium Plus and that interventions were put in place to raise attainment.
Children & Families	<a href="#">% of Referrals to Social Care that had an EHA in the last 12 months</a>	Monitor	12.6%	NO STATUS		Q2 2015/16	<p><b>Data Commentary:</b> The percentage of referrals to social care that had an Early Help Assessment in the last 12 months has increased by 2.3% from 10.3% in Q1 to 12.6% in Q2.</p> <p><b>Activity:</b> This indicator is moving in the right direction and reflects the work to support earlier referral to support services including Early Help.</p>
Children & Families	<a href="#">A decrease in the % of 16-17 year olds presenting as homeless</a>	Monitor	23.9%	NO STATUS		2014/15	<p><b>Data Commentary:</b> The Homeless Intervention Team are working in close partnership with Pathway workers in the 6 districts and undertaking joint homeless assessments. This is a very positive development re: strengthening families, but also for the YP as they only have to tell their story once and some very creative support has been identified to prevent the number of homeless 16 and 17 year olds becoming looked after (e.g. signposting mediation with families). The Edge of Care service which is being further developed this summer will offer a more immediate rapid response to all age groups offering a variety of support to support children and young adults with their families. The Homeless Intervention Team will be part of this service with a new manager having been just appointed to this role.</p> <p><b>Activity:</b></p>

Children & Families	<a href="#">A decrease in the referral rates per 10,000</a>	261.8	380.1 per 10,000	RED		Q2 2015/16 <b>Data Commentary:</b> Referral rates have decreased by 44.2 per 10,000 from 424.3 in Q1 to 380.1 per 10,000 in Q2. <b>Activity:</b> We are Continuing to work with partners around thresholds and development of the Multi Agency Safeguarding Hub to better triage and identify the most appropriate service to meet the child and family's needs.
Children & Families	<a href="#">Worcestershire in line with the national average for the number of children with a child protection plan per 10,000</a>	42.1 per 10,000	42.5 per 10,000	RED		as at 30/09/15 <b>Data Commentary:</b> The rate per 10,000 of children on a child protection plan has increased by 3.3 per 10,000 from 39.2 per 10,000 at 30/06/15 to 42.5 per 10,000 at 30/09/15. This is a direct result of the activity within the Back to Basics Improvement Plan. It was expected that as safeguarding practice improves there would be a short term increase in the number of ICPC's and children subject to a CPP. A new Conference Model is being embedded and audit activity is being undertaken to ensure that appropriate application / challenge of threshold is evident at ICPC. <b>Activity:</b> These children will be subject to robust review within the new Conference Model to ensure that the plan is having a positive impact for the child and that this is clearly measured and evidenced. This will ensure that children move through the child protection system and have the right plan.

Children & Families	<a href="#">The proportion of LAC per 10,000 to be no more than 60 per 10,000</a>	60 per 10,000	62.6 per 10,000	RED		30/09/2015	<p><b>Data Commentary:</b> The rate per 10,000 of looked after children has increased by 2.3 from 60.3 per 10,000 as at 30/06/15 to 62.6 per 10,000 at 30/09/15. The Statistical Neighbours rate per 10,000 is 45.8 as at 31/03/15. The increase in the number of children on a CP plan has had an impact on the number of LAC, particularly the increase in the number of small children and babies in high risk situations. High number of referrals to Social Care in Q1 led to an increase in the number of children becoming LAC. We have also had a number of children transferring in from other authorities and a recent spike in UASC.</p> <p><b>Activity:</b> The Edge of Care Service has been developed as part of an earlier support intervention to allow children to remain with their families. Support has been strengthened for children returning home where it is safe to do so through a reunification programme. A preventative housing pathway has been implemented in response to young people who present as homeless. There is continued development of best practice around long term care planning and development of the scope of the Family Front Door as part of strengthening the Early Help offer at the point of need as opposed to point of crisis. This work will include providing advice and support to partners where needed.</p>
Children & Families	<a href="#">An increase in the percentage of care leavers in</a>	90%	76.8%	RED		Q2 2015/16	<p><b>Data Commentary:</b> There has been an decrease of 2.3% in the percentage of care leavers in suitable</p>





	<a href="#">suitable accommodation from 71.2% in 2014/15 to 90% or above in 2015/16.</a>						accommodation from 79.1% in Q1 2015/16 to 76.8% in Q2 2015/16. There has been an increase in the number of care leavers' becoming street homeless, due to evictions from Foyer/Social Housing. There have also been a number of Care Leavers' sent to prison, which is deemed unsuitable accommodation. <b>Activity:</b> Closer partnership working with the 6 housing districts and earlier referral to housing panel to enable more planning time for the Young People moving on should help increase the numbers being placed in suitable accommodation.
Children & Families	<a href="#">A decrease in the achievement gap between Looked After Children achieving level 4 at Key Stage 2 in Reading, Writing and Maths</a>	In line with the national figure.	34.0%	NO STATUS		2014/15 Academic Year	<b>Data Commentary:</b> The attainment gap between looked after children and their peers achieving level 4 at key stage 2 has decreased by 1.1% from 35.1% in 2013/14 to 34.0% in 2014/15. <b>Activity:</b> The attainment gap has reduced slightly and provisional results indicate an increase in looked after pupils achieving Level 4 and Level 5 across reading, writing and maths and making expected progress in those subjects. The Pupil Premium Plus funding was used to support academic interventions in school. Virtual School teachers used Personal Education Plans to support and challenge schools.
Children & Families	<a href="#">Percentage of pupils at Key Stage 2 who reach level 4 or above in Reading, Writing</a>	78%	76.2%	RED		2014/15 Academic Year	<b>Data Commentary:</b> The percentage of pupils achieving level 4+ in at KS2 in reading writing and maths has decreased by 0.8% from 77% in 2013/14 to 76.2% in 2014/15. KS2 results within the 2-tier system are almost identical

	<a href="#">and Maths</a>					<p>to those seen nationally. Within the 3-tier system they have shown a small decrease from 2013/14.</p> <p><b>Activity:</b> There is close scrutiny of results in the 3-tier sector and there will be a focus on raising awareness of outcomes across all first schools as well as middle schools. This will include awareness activities relating to the new KS2 SATs. Transition practices have been reviewed and effective activities identified via case studies. This is likely to be a focus of a specific project during 2015/16.</p>
Children & Families	<a href="#">A closing of the attainment gap between pupils eligible for Free School Meals and their peers achieving level 4 at Key Stage 2 in reading, writing and maths</a>	26%	26%	GREEN		<p>2014/15 Academic Year</p> <p><b>Data Commentary:</b> The gap between those pupils eligible for free school meals and their peers achieving level 4 at key stage 2 in reading writing and maths has decreased by 1.0% from 27.0% in 2013/14 to 26.0% in 2014/15.</p> <p><b>Activity:</b> The achievement of pupils eligible for pupil premium has been a focus of work over the last 12 months including a conference supported by the DfE's National Pupil Premium Champion which was attended by ~70% of all Worcestershire schools. There is now an established network of Pupil Premium Leads within the County. The impact of the Assessment for All project also demonstrates a positive effect on the outcomes for the most disadvantaged. This area will continue to be a key priority during 2015/16.</p>


Children & Families	<a href="#">A closing of the attainment gap between pupils eligible for Free School Meals and their peers achieving 5 or more A*-C including English and maths at GCSE</a>	30.0%	36%	RED		2014/15 Academic Year	<p><b>Data Commentary:</b> The percentage gap between pupils eligible for Free School Meals including English and Maths has increased by 2.0% from 34.0% in 2013/14 to 36.0% in 2014/15. The data currently available is provisional and does not include all schools' results. There is currently no national data available for comparison.</p> <p><b>Activity:</b> Schools are now focusing on the new attainment 8 and progress 8 measures which will become the new standard from 2015/16.</p>
Children & Families	<a href="#">Percentage of pupils who achieve 5 A*-C at GCSE including English and Maths or equivalent attainment for latest academic year</a>	61%	60%	N/A		2014/15 Academic Year	<p><b>Data Commentary:</b> The percentage of pupils achieving 5 A*-C at GCSE inc. English and Maths has increased by 1.5% from 58.5% in 2013/14 to 60.0% in 2014/15. The data currently available is provisional and does not include results from all schools. There is currently no national data available for comparison.</p> <p><b>Activity:</b> Schools are now focusing on the new attainment 8 and progress 8 measures which will become the new standard from 2015/16.</p>

Financial perspective




	Performance Indicator	Target	Latest Performance	Direction of Travel	Data Period	Comments
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<a href="#">Capital Scheme outturn within +/- 5% of budget</a>	£27,026,000	£26,991,000	N/A		Q2 2015/16	<b>Data Commentary:</b> <b>Activity:</b>
<a href="#">DSG - Expected budget position at end of financial year - Forecast Outturn (April to March) (Revenue)</a>	£221,681,946	£221,078,269	GREEN		Q2 2015/16	<b>Data Commentary:</b> Uncommitted High Needs budgets expected to be utilised in 2016/17 <b>Activity:</b>
<a href="#">Expected budget position at end of financial year - Forecast Outturn (April to March) (Revenue)</a>	£76,752,001	£83,173,307	RED		Q2 2015/16	<b>Data Commentary:</b> Social Care placements and related care costs plus delay in achieving SEN transport FF savings. <b>Activity:</b>
<a href="#">Financial savings achieved (Future Fit)</a>	£2,103,000 (15/16)	Of the target £1,833,000 has been delivered to date and £270,000 is on-target.	GREEN		Q2 2015/16	<b>Data Commentary:</b> Of the 15/16 target of £2.1m - £1.8m (87%) has been delivered, £0.3m (13%) nothing is rated amber or red risk <b>Activity:</b> Over the quarter red risks have not changed, and amber risks have decreased by £0.2m.

**Internal business perspective**




Performance Indicator	Target	Latest Performance		Direction of Travel	Data Period	Comments
<a href="#">Attendance Rate</a>	100%	96.70%	AMBER		Q2 Cumulative 2015/16	<b>Data Commentary:</b> Percentage of total working time attended (not lost due to sickness absence) during the period <b>Activity:</b>




	<a href="#">Sickness Rates</a>	7.00	4.58 / 0.36(Predicted YE 9.16 / 0.73)	RED		Q2 Cumulative 2015/16	<b>Data Commentary:</b> Average days sick per person [FTE] / Average episodes per person during the period (Year-end predicted outturns shown in brackets based on cumulative performance to date) <b>Activity:</b>
	<a href="#">Employees - Actual FTE (Full Time Equivalents)</a>	984.59	922.85	GREEN		Q2 2015/16	<b>Data Commentary:</b> Number of FTE employees as at 30th September 2015 (target and RAG rating based on budgeted establishment FTE derived from 2015/16 Budget Book) <b>Activity:</b>
	<a href="#">Agency spend</a>	Downward Travel	£999,280.00 (37,124.00 hours)	N/A		Q2 2015/16	<b>Data Commentary:</b> Cost of agency staff during the period (respective agency usage in hours shown in brackets). <b>Activity:</b>






Customer perspective

Performance Indicator	Target	Latest Performance	Direction of Travel	Data Period	Comments
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	<a href="#">Statutory Children's Social Care Complaints: % of complaints received that were fully or partially upheld</a>	N/A	40%	<b>NO STATUS</b>		Q2 2015/16	<b>Data Commentary:</b> <b>Activity:</b>
	<a href="#">Statutory Children's Social Care Complaints: Number fully or partially upheld</a>	N/A	33	<b>NO STATUS</b>		Q2 2015/16	<b>Data Commentary:</b> <b>Activity:</b>
	<a href="#">Statutory Children's Social Care Complaints: Number of complaints received</a>	N/A	81	<b>NO STATUS</b>		Q2 2015/16	<b>Data Commentary:</b> <b>Activity:</b>

**Learning and growth perspective**

	Performance Indicator	Target	Latest Performance	Direction of Travel	Data Period	Comments
	<a href="#">% Staff Appraisals completed (SRDs)</a>	100%	55.19%	<b>RED</b>		March 2015 to September 2015 <b>Data Commentary:</b> Percentage of staff appraisals (SRDs) where Part A (Objectives) for 2015/16 is completed (excludes staff who have been absent for the whole period and reliefs/casuals/sessionals). <b>Activity:</b>

	<a href="#">Staff Viewpoint response rate</a>	N/A	31%	N/A		2014/15	<p><b>Data Commentary:</b> This is the second year that the staff survey has been distributed to all staff, and 31% of staff in ChS completed the survey, an improvement from 22% in 2013. It is important that staff respond to the survey as it provides excellent insight into views across the organisation and feedback on issues such as leadership, performance, engagement and wellbeing, and current climate and change.</p> <p><b>Activity:</b></p>
	<a href="#">Staff who feel strongly that decision making is too slow</a>	N/A	44%	N/A		2014/15	<p><b>Data Commentary:</b> 44% of respondents to the staff survey in ChS think that decision making within the county council is too slow.</p> <p><b>Activity:</b></p>
	<a href="#">Staff who feel that the County Council has a clear vision for the future</a>	N/A	63%	N/A		2014/15	<p><b>Data Commentary:</b> 63% of staff in the Children's Services Directorate feel that the Council has a clear vision for the future.</p> <p><b>Activity:</b></p>
	<a href="#">Staff who feel that their manager keeps them informed</a>	N/A	76%	N/A		2014/15	<p><b>Data Commentary:</b> 76% of staff in the Children's Services Directorate feel that their manager keeps them informed.</p> <p><b>Activity:</b></p>
	<a href="#">Staff who feel valued for their contribution to the County Council</a>	N/A	28%	N/A		2014/15	<p><b>Data Commentary:</b> 28% of staff within the Children's Services Directorate report that they feel valued for their contribution to the County Council. However, 34% of staff in Children's Services report that they do not feel valued</p>

							for their contribution. <b>Activity:</b>
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