

# Quarterly Performance Report

## Social Services for Children (Community Services Directorate)

REPORT AUTHOR: **HEAD OF SOCIAL SERVICES FOR CHILDREN**

REPORT DATE: **FEBRUARY 2013**

REPORT PERIOD: **QUARTER 3 OCTOBER-DECEMBER 2012**

### Introduction

---

The report is produced on a quarterly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting and splits the reports into 3 distinct sections:

1. **Foreword** – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. a new SARC identified (as agreed by CMT).
2. **Performance Summary** – This section contains an ‘at a glance’ summary of performance for the quarter against the following, in a tabular format for each: -
  - **Corporate Improvement Plan** – giving a summary of both RAG statuses for the progress and outcome.
  - **Strategic Assessment of Risks and Challenges (SARC)** – a summary of the risk RAG status at the end of the quarter
  - **Performance Indicators/ Outcome Measures** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary will show target and outturn performance with a RAG status and trend.
  - **Improvement Target Action Plan** – this section summarises whether actions to support the achievement of Improvement Targets are ‘on track’ or ‘behind schedule’.
  - **Key Actions from the Head of Service Plan** – summarises whether key actions / areas for improvement as identified in the service plan are ‘on track’ or ‘behind schedule’.
  - **Internal & External Regulatory Reports** – summarises regulatory work reported in the quarter and its outcomes and intended actions.
3. **Exception Reporting** – This section gives further detail of the emerging issues and exceptionally good or poor performance identified in Section 1 and also any exceptionally good or poorer performance identified in Section 2 e.g. items which have an amber or red RAG status or are ‘behind schedule’. The detail will include the reason for the issue / poor performance arising and what is to be done to rectify the situation.

## 1. Foreword

Times of austerity bring particular challenges for operational services as resources retract or remain static and demands increase. It is especially pleasing therefore to report positive outturns from this quarter's performance, with many good news stories relating to service area success and development, including the opening of the Arosfa unit, albeit on a smaller scale to that originally envisaged and yet another successful Pride of Flintshire event to focus our minds on our purpose in this work.

Those indicators which have downturned this quarter are retrievable and do not cause undue worry or concern. As we develop better reporting systems we are able to provide context to variances in performance and where necessary put in place actions for improvement. Scrutiny for children's social services continues on many levels and performance outturns are just one measure. Regulatory reports, complaints outcomes, compliments and user surveys complete the picture.

Report highlights for this quarter are the following items: -

<p><b>Performance</b></p>	<p>Exceptional performance achieved by the Independent Reviewing Officers this quarter as all Looked After Childrens reviews were held within timescales.</p> <p>We continue to perform well against all our improvement targets.</p>
<p><b>Independent Sector</b></p>	<p>The refurbished Arosfa Residential Unit opened in October, providing three beds for children and young people with disabilities.</p> <p>Regarding the development of the Commissioning Hub, Interviews were conducted in December for new approved and approved/ preferred Providers. These will be added to the Flintshire Framework Agreement. It is expected the Hub will be operational from April 2013.</p>
<p><b>Young Carers and Looked after children</b></p>	<p>The young carers pack has been agreed and the next step is to promote this to staff in Social Services.</p>
<p><b>Integrated Family Support Services</b></p>	<p>Funding has been made available through the Revenue Support Grant to develop the Integrated Family Support team. A joint team across Flintshire and Wrexham is expected to be in place by April 2013 with Flintshire now taking the lead.</p>

Other highlights by service area are as follows: -

<p><b>Youth Justice Service</b></p>	<p>The Youth Justice Service will continue to work towards improving young people's access to educational provision whilst they are involved with the service. The YJS is currently reviewing the use of the Youth Justice Centre Saturday morning sessions to enable young people to work towards Open College Network qualifications. The Educational Coordinator is consulted during assessments of young people</p>
-------------------------------------	---

	<p>in order to fully ascertain current ETE provision. The Education Coordinator's attendance at Education Depts.' Behaviour Management Group is seen as necessary to ensure young people requiring a service are identified.</p>
<b>Flying Start</b>	<p>The four prescribed elements of Flying Start are being delivered to the families who are entitled to access them in the Flying Start areas of Flintshire. The areas are Higher Shotton, Central Connah's Quay, Central Flint, Greenfield. The expansion of Flying Start will commence from 1st April 2013. The draft revenue and capital plans have been submitted to WG for their consideration. Once feedback has been received then the plans will need to be approved by the CYPF and Cabinet.</p>
<b>Families First</b>	<p>The seven strategic project areas commissioned via the Families First Board are in place and functioning with effect from 01.10.12.</p>
<b>Complaints &amp; Compliments</b>	<p>The quarter can be summarised as follows:</p> <ul style="list-style-type: none"> <li>• 11 complaints were received during this period.</li> <li>• Of the 11 complaints received, 10 were responded to.</li> <li>• 1 complaint made was not followed up by the complainant</li> <li>• 9 of the 10 complaints responded to were within the statutory ten day timescale (90%).</li> <li>• Of the 11 complaints received this quarter, 1 complaint progressed to Stage 2, which was investigated and responded to. The complaint was not upheld.</li> <li>• 1 Stage 2 complaint carried forward from the previous quarter was completed this quarter and was partially upheld. Recommendations from this investigation have been added to the lessons learned action plan.</li> <li>• A complaint was upheld by the Ombudsman in relation to a complaint made in 2010, regarding a home visit and the Department's subsequent response and recording. An action plan has been developed in response to the recommendations and progress as to full implementation is to be reported to Ombudsman in February and April.</li> </ul> <p>22 compliments were received about the work of Children's Social Services. 2 compliments were received about services provided by the Early Years and Family Support Service and 6 were made about the Youth Offending Service.</p>

<b>Unmet need</b>	<p>Unmet need on all teams is reported to senior managers regularly and discussed at CSDMT when the Cabinet Member is present. All unmet need is regularly reviewed by the teams and escalation protocols are in place for priority cases.</p> <p>In December 2012 the unmet need was as follows:</p> <table border="1"> <tr> <td>Duty &amp; Assessment Team</td> <td>5</td> </tr> <tr> <td>Children's Integrated Disability Service</td> <td>17</td> </tr> <tr> <td>Paediatric Occupational Therapy</td> <td>24</td> </tr> <tr> <td>Flintshire Fostering Service</td> <td>9</td> </tr> </table>	Duty & Assessment Team	5	Children's Integrated Disability Service	17	Paediatric Occupational Therapy	24	Flintshire Fostering Service	9
Duty & Assessment Team	5								
Children's Integrated Disability Service	17								
Paediatric Occupational Therapy	24								
Flintshire Fostering Service	9								

## 2. Performance Summary

### 2.1 Improvement Plan Monitoring

#### KEYS

**Progress RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Limited Progress</b> - delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

**Outcome RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
<b>5.0 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups.</b>				
5.1.1 Develop robust commissioning arrangements for out of county placements.	Dec 2012	<b>G</b>	<b>G</b>	
5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life.	Ongoing	<b>G</b>	<b>G</b>	
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Dec 2012	<b>G</b>	<b>G</b>	
5.5 Implement the Integrated Family Support Services initiative (also 7).	Apr 2013	<b>G</b>	<b>G</b>	
<b>6.0 To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty.</b>				
6.9 Implement the Families First initiative (also 5).	Oct 2012	<b>G</b>	<b>G</b>	

<b>7.0 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services.</b>				
7.3 Develop a range of temporary accommodation and independent living options for care leavers (also 8).	Mar 2013	G	G	

## 2.2 Strategic Assessment of Risks and Challenges (SARC)



The table below summarises the position of SARCs at the end of the reporting period.

### KEY

<b>R</b>	<b>High Risk</b>
<b>A</b>	<b>Medium Risk</b>
<b>G</b>	<b>Low Risk</b>

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

<b>SARC – CD23 Procurement of Independent Sector Placements for Looked After Children</b>	<b>Previous RAG Status</b>	<b>Current RAG Status</b>	<b>Green Predictive</b>
Budget pressures created by the cost of procuring independent sector placements that provide specialist care or education to meet the unpredictable needs of looked after children.			TBC

## 2.3.1 Performance Indicators and Outcome Measures






### Key


<b>R</b>	<b>Target missed</b>
<b>A</b>	<b>Target missed but within an acceptable level</b>
<b>G</b>	<b>Target achieved or exceeded</b>

The RAG status of the indicators for the year are summarised as follows:

 1    1    5

Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (\*) indicates that the indicator is an *improvement* target.

Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
<b>IP 5.3.4</b> <b>*SCC/034</b> The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales.	97%	100%	97%	<b>96%</b>		Downturned (see commentary in Section 3)
<b>*SCC/021</b> The percentage of looked after children reviews to be carried out within statutory timescales.	92%	96.3%	92%	<b>100%</b>		Improved
<b>IP5.1.2</b> <b>*SCC/025</b> The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	93%	95.7%	93%	<b>94.2%</b>		Downturned
<b>*SCC/030a</b> The percentage of young carers known to social services who were assessed.	75%	100%	75%	<b>85.7%</b>		Downturned (see commentary in Section 3)
<b>*SCC/030b</b> The percentage of young carers known to social services who were provided with a service.	85%	100%	85%	<b>85.7%</b>		Downturned (see commentary in Section 3)

Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
<b>IP 5.1.1 SCC/004</b> The percentage of children looked after on 31st March who have had three or more placements during the year	5%	N/A	N/A	<b>N/A</b>	N/A	N/A Reported Annually
<b>*PSR/009a</b> The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	350 days	314 days	350 days	<b>N/A</b>	N/A	There were no completions in Q3
<b>*SCY/001a</b> The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age.	8%	7.4%	8%	<b>-12.5%</b>		Downturned (see commentary in Section 3)

### 2.3.2 Improvement Target Action Plan Monitoring

Key - ✓ on track, ✘ behind schedule, C completed

Ref	Action & Planned Completion date	Progress
*SCC/034	The Safeguarding Unit have: 1. Tightened their monitoring processes such that there is prior warning when reviews are going out of timescale; 2. Built a “buffer” in the diary so that there is as far as possible room to reschedule within timescales in the event that a review has to be cancelled (eg. because the family does not attend).	C

Ref	Action & Planned Completion date	Progress
*SCC/021	The Safeguarding Unit have: 1. Tightened their monitoring processes such that there is prior warning when reviews are going out of timescale; 2. Built a "buffer" in the diary so that there is as far as possible room to reschedule within timescales in the event that a review has to be cancelled (e.g. because the family does not attend).	C
*SCC/025	1. Continue to measure the impact of increasing capacity within CYAST and the flagging system for due dates of forthcoming visits on a quarterly basis, and raise at Social Services for Children Senior Management Team if remedial action is required. 2. Provide capacity from the Performance Team to work with Transition Team to ensure that staff are aware of forthcoming visit deadlines for all cases in transition.	C
*SCC/030a	Monitor progress against the Young Carers Strategy Action Plan.	✓
	Joint protocol for the assessment of young carers to be strengthened.	✓
	Young carers Professionals Pack to include 'Think Family' focus.	✓
*SCC/030b	Actions as above.	✓
*PSR009a	Actions are included in the Social Services for Adults Quarterly Performance Report.	✓
*SCY/001a	To continue to liaise closely with schools to ensure that young people within the criminal justice system maintain or improve educational opportunities.	✓

## 2.4 Key Actions from Service Plan Monitoring and ACRF

The following table shows the progress made against key areas of improvement/actions identified in the Planning service plan. A ✘ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

**Key** - ✓ on track, ✘ behind schedule, C completed

Improvement Area	On-track?	Commentary
Support development of accommodation & independent living options for care leavers.	✓	
Major and minor adaptations	✓	
Transition Service	✓	
Identifying and supporting young carers	✓	
Measure effectiveness of Volunteer Mentoring interventions	C	
Hours of education, training and employment whilst within YJS	✘	See commentary in



Improvement Area	On-track?	Commentary
		Section 3
Maximise the benefits of the Safeguarding Unit	✓	
Raise awareness & monitor safeguarding activity via LSCB	✓	
Develop Integrated Family Support Service	✓	
Timeliness of statutory visits and reviews for all young people	x	See commentary in Section 3
Develop the Families First Initiative	✓	
Full implementation of Flying Start	✓	
Implementation of Strategic Equality Plan	✓	
Short break provision	C	
Reduce dependency on the independent sector and improve commissioning process	✓	
Implement Inspection action plan	C	
Service user and carer involvement	✓	
Ensure interventions are outcome focused	✓	

## 2.5 Internal & External Regulatory Reports

There were no regulatory reports received in Quarter 3.

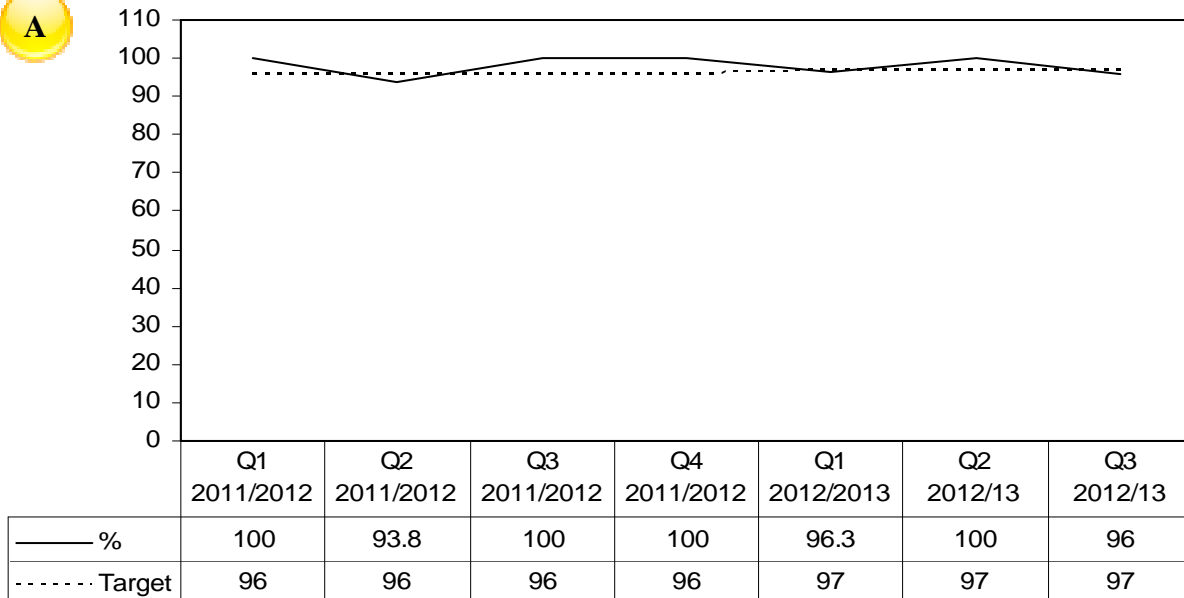
## 3. Exception Reporting

### 3.1 Improvement Plan

Commentary is provided in Section 3.2

### 3.2 Improvement Targets

**SCC/034** The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales.

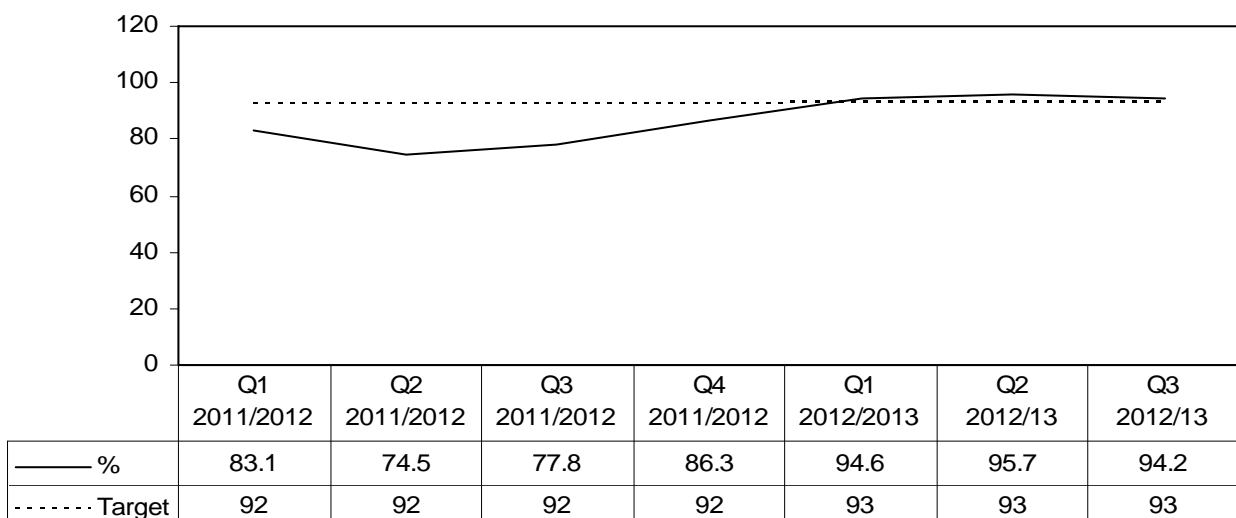


The downturn in this PI was due to the decision was made by the conference chair to hold 1 conference for 3 siblings outside of timescales to ensure that the right members were present at the review.

### SCC/025



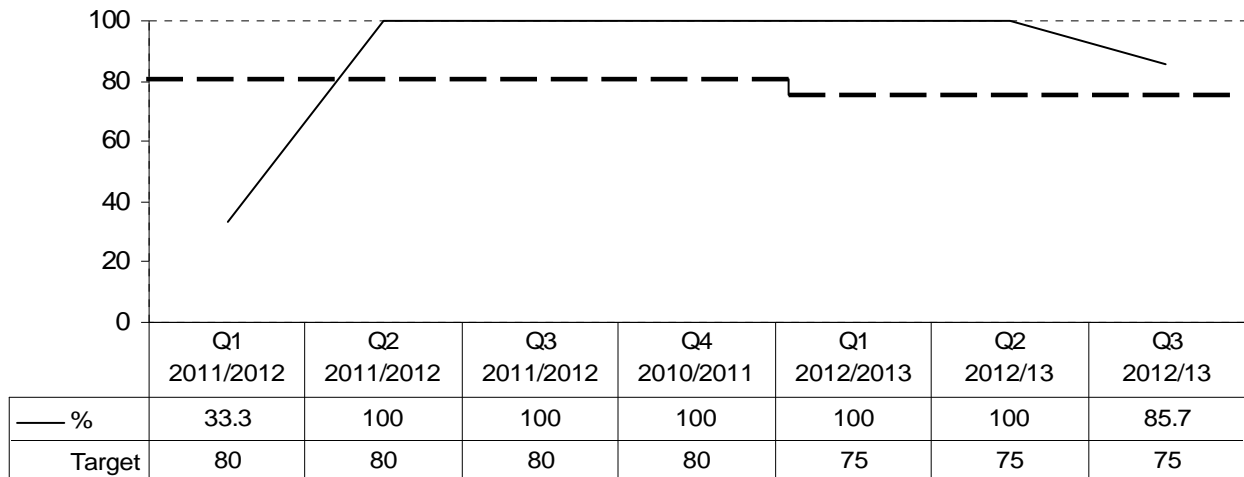
**The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations**



Despite a slight downturn in Quarter 3 performance for the timeliness of statutory visits for Looked After children, this reflects 16 visits which were undertaken late out of the 276 visits which were required in the period. Performance in this area consistently remains above target.



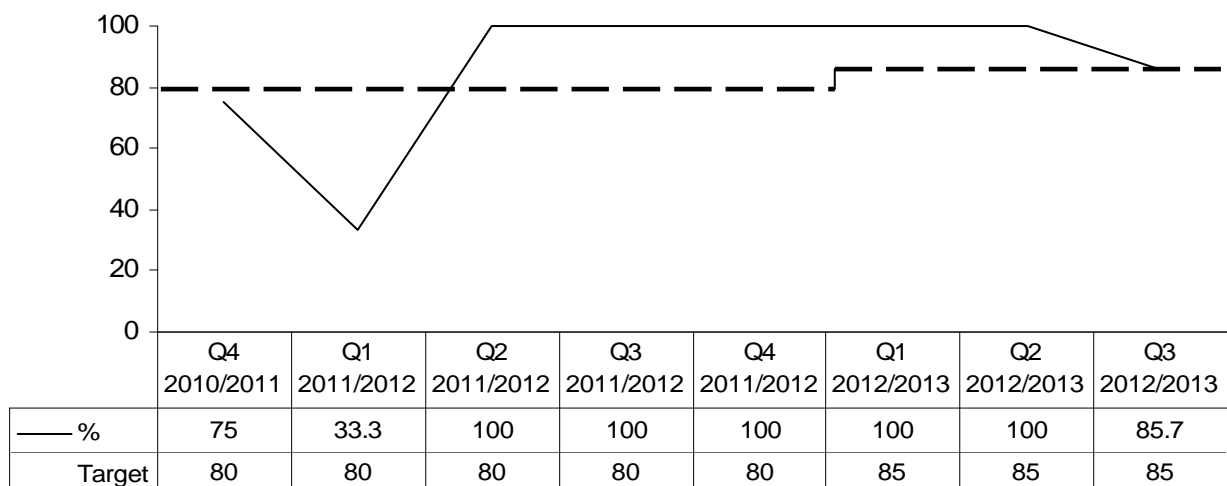
**SCC/030a The percentage of young carers known to social services who were assessed**



Due to capacity within Barnardos one child has been allocated to a waiting list awaiting assessment.



**SCC/030b The percentage of young carers known to social services who were provided with a service.**



Due to capacity within Barnardos one child has been allocated to a waiting list awaiting assessment and therefore is yet to have been provided with a service.

**SCY/001a The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age.**

There was a dip in performance for Education, Training or Employment – a reduction of 12.5% in the number of ETE hours for young people of statutory school age. This is due to one young person (in the cohort of 3) who reduced their number of weekly ETE from 24 hours to 13.

### **3.3 Head of Service Plan**

#### ***Timeliness of statutory visits and reviews for all young people***

Commentary on this priority is provided in Section 3.2 above.