

Quarterly Performance Report Children's Social Services (Community Services Directorate)

REPORT AUTHOR: HEAD OF CHILDREN'S SOCIAL SERVICES

REPORT DATE: MAY 2013

REPORT PERIOD: QUARTER 4 / YEAR END 2012/13

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

The Quarter 4 report contains some encouraging messages for our improvement journey with many successes against a backdrop of continuing challenge and rising expectations. Innovation and creativity across the service continue to be noted on both a local and a national level and we welcome and commission ongoing evaluation of our service areas in order to assimilate current thinking and work to sustain our service delivery to the children and families in Flintshire.

We are a needs led service and demands are often unpredictable. Pressures in relation to the looked after children population continue to impact on several areas of the service and we predict further pressure in 2013/14 as the impact of welfare reform and the new court timeframes begin to bite. It is increasingly the case that early preventative interventions are protected both within the service and external to it if we are to meet the demands of statute and policy change by the Welsh Government. Partnership and collaboration are the keys to achieving our goals and will ensure that dwindling resources are deployed to the best advantage.

Report highlights for this quarter are the following items: -

Performance	Overall we have performed well against the indicator set throughout the year, and 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.
Independent Sector	The refurbished Arosfa Residential Unit opened in October, providing three beds for children and young people with disabilities.
Young Carers and Looked after children	The young carers pack has been agreed and promoted to staff in Social Services. The A2A card is on Phase 1 of its roll out in 4 Flintshire High Schools. It has been cited as “best practice” by the Children’s Commissioner for Wales, and during 2013 will be rolled out to all secondary schools.
Integrated Family Support Services	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.

Other highlights by service area are as follows: -

Flying Start	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. Considerable work has gone into planning for the expansion of
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	Flying Start, scheduled for 1st April 2013.
Families First	The seven strategic project areas commissioned via the Families First Board were implemented from October 2012.
Flintshire Fostering Service	The Flintshire Fostering Service has reached a milestone in the number of foster carers, by recently approving their 100th foster carer. This figure is a significant milestone and is the highest number of foster carers approved in Flintshire in many years. This will help to provide more choice for looked after children. The fostering service also had a very positive CSSIW fostering Inspection in early 2013.
Flintshire Meeting Service	The Flintshire Meeting Service in Social Services for Children have received a prestigious National Accreditation Award. This reviewed their policies, practices and procedures against a set of National Standards as validated by the Family Rights Group.
Complaints & Compliments	<p>57 complaints were received in the year, with 52 of them being resolved at stage 1 of the procedure and only 5 progressing to Stage 2.</p> <p>80% of responses were made within timescale</p> <p>67 compliments were received</p> <p>There is a robust mechanism to share and learn the lessons from complaints across the service.</p> <p>Quarter 4 can be summarised as follows:</p> <ul style="list-style-type: none"> • 14 complaints were received during this period. • Of the 14 complaints received, 11 were responded to. • 3 remain outstanding because they were received at the end of the quarter. • 10 of the 11 complaints responded to were within the statutory ten day timescale (91%). • Of the 11 complaints responded to this quarter, 1 complaint has progressed to Stage 2 <p>9 compliments were received across Social Services for Children, 4 relating to Fieldwork services, 3 to Resources and 2 by the Youth Justice Service</p>
Development and Resources	<p>The Restructure of Senior Management is in progress and due to be completed within the next half year.</p> <p>A System Thinking review has been undertaken in the Fostering service to ensure systems and processes are designed to meet the customer demand.</p> <p>The Regional Commissioning Hub has progressed the development of a framework of specialist providers to assist in</p>

	ensuring value for money and quality of placements for children in need of residential therapeutic and educational placements
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2. Performance Summary

2.1 Improvement Plan Monitoring

KEYS

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

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

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

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

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
5.0 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups.				
5.1.1 Develop robust commissioning arrangements for out of county placements.	Dec 2012	G	G	
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	G	G	
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Dec 2012	G	G	
5.5 Implement the Integrated Family Support Services initiative (also 7).	Jun 2013	G	G	
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.				
6.9 Implement the Families First initiative (also 5).	Oct 2012	G	G	
7.0 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services.				
7.3 Develop a range of temporary accommodation and independent	Mar 2013	G	G	

living options for care leavers (also 8).				
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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

R	High Risk
A	Medium Risk
G	Low Risk

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

SARC – CD23 Procurement of Independent Sector Placements for Looked After Children	Previous RAG Status	Current RAG Status	Green Predictive
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.	 ↔	 ↔	Uncertain

2.3.1 Performance Indicators and Outcome Measures






Key




R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

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



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 Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Change e.g. Improved / Downturned (on previous Year end)
IP 5.3.4 *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.	97%	$\frac{229}{233}$ 98.3%	$\frac{51}{51}$ 100%	$\frac{258}{264}$ 97.7%		Downturned
*SCC/021 The percentage of looked after children reviews to be carried out within statutory timescales.	92%	$\frac{377}{439}$ 85.9%	$\frac{83}{108}$ 76.9%	$\frac{401}{439}$ 91.3%		Improved
IP5.1.2 *SCC/025 The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	93%	$\frac{723}{904}$ 80%	$\frac{265}{288}$ 92%	$\frac{1191}{1264}$ 94.2%		Improved
*SCC/030a The percentage of young carers known to social services who were assessed.	75%	$\frac{22}{22}$ 100%	$\frac{5}{10}$ 50%	$\frac{29}{35}$ 82.9%		Downturned
*SCC/030b The percentage of young carers known to social services who were provided with a service.	85%	$\frac{22}{22}$ 100%	$\frac{5}{5}$ 100%	$\frac{24}{25}$ 96%		Downturned

Indicator	Annual Target	Previous Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Change e.g. Improved / Downturned (on previous Year end)
IP 5.1.1 SCC/004 The percentage of children looked after on 31st March who have had three or more placements during the year	5%	$\frac{14}{176}$ 8%	$\frac{22}{200}$ 11%	$\frac{22}{200}$ 11%		Downturned
*PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	350 days	$\frac{6141}{20}$ 307 days	$\frac{734}{3}$ 245 days	$\frac{8668}{18}$ 482 days		Downturned
*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.	8%	15.97%	-3.2%	6.88%		Downturned

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	C

Ref	Action & Planned Completion date	Progress
	that a review has to be cancelled (e.g. because the family does not attend).	
*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.	C
	Young carers Professionals Pack to include 'Think Family' focus.	C
*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	✓	

Improvement Area	On-track?	Commentary
Identifying and supporting young carers	✓	
Measure effectiveness of Volunteer Mentoring interventions	C	
Hours of education, training and employment whilst within YJS	✗	See commentary in Section 3
Maximise the benefits of the Safeguarding Unit	✓	
Raise awareness & monitor safeguarding activity via LSCB	C	
Develop Integrated Family Support Service	✓	
Timeliness of statutory visits and reviews for all young people	✓	
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

The Flintshire Fostering Service received a positive inspection report in Quarter 4, with no recommendations.

3. Exception Reporting

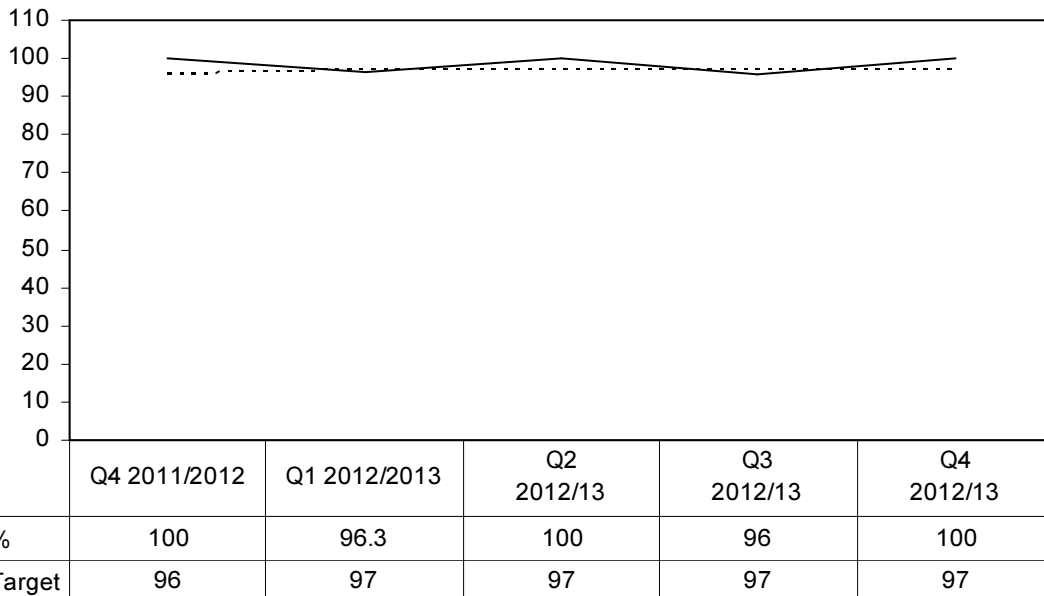
3.1 Improvement Plan

No exceptions have been reported.

3.2 Improvement Targets

IP 5.3.4 *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.

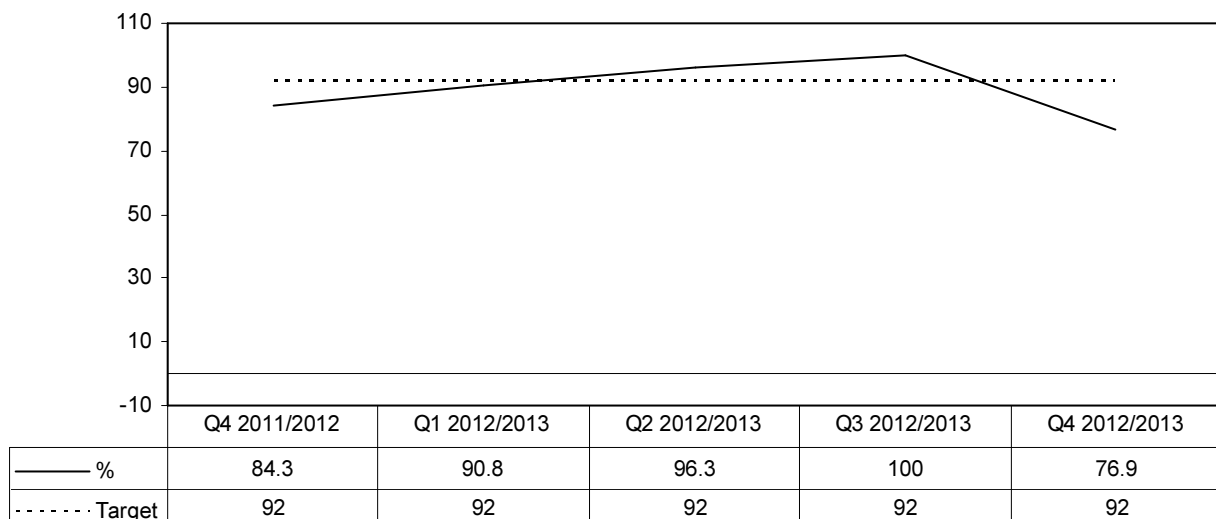


All Wales average 2011/2012 96.6%

Overall performance for the year dipped slightly below that of last year, due to one family of 3 siblings who failed to attend their review and subsequently left the area, and one conference which was held outside timescales to ensure that the right members were able to attend.



***SCC/021 The percentage of looked after children reviews to be carried out within statutory timescales.**

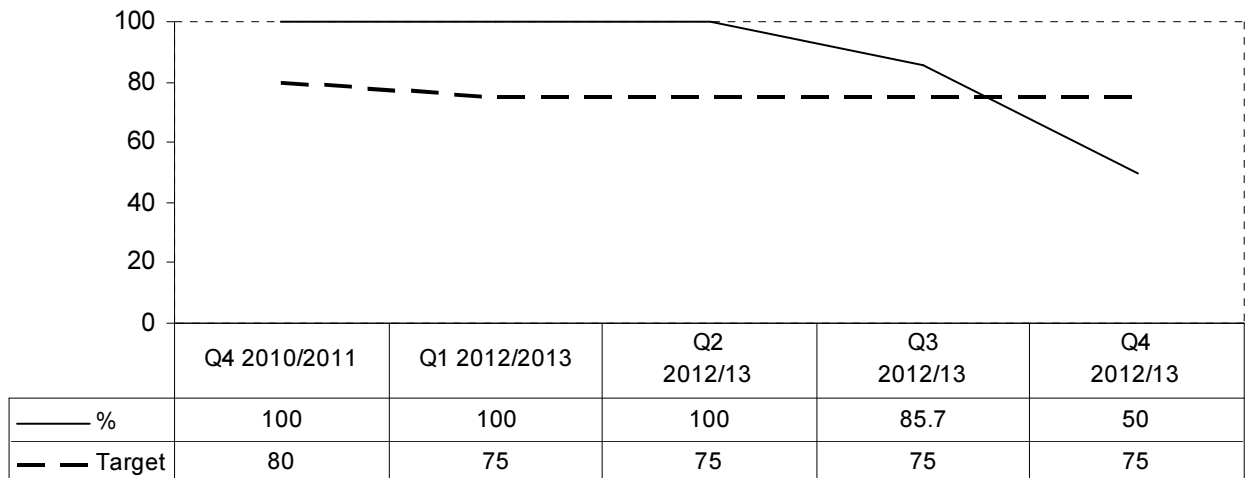


All Wales average 2011/2012 91.8%

The population of looked after children has increased by 15% in the year, with a large number in court proceedings, which has an impact on the scheduling of reviews. The Independent reviewing officers are working at full diary capacity to ensure that reviews are scheduled within statutory timescales where ever this is in the best interest of the child.



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

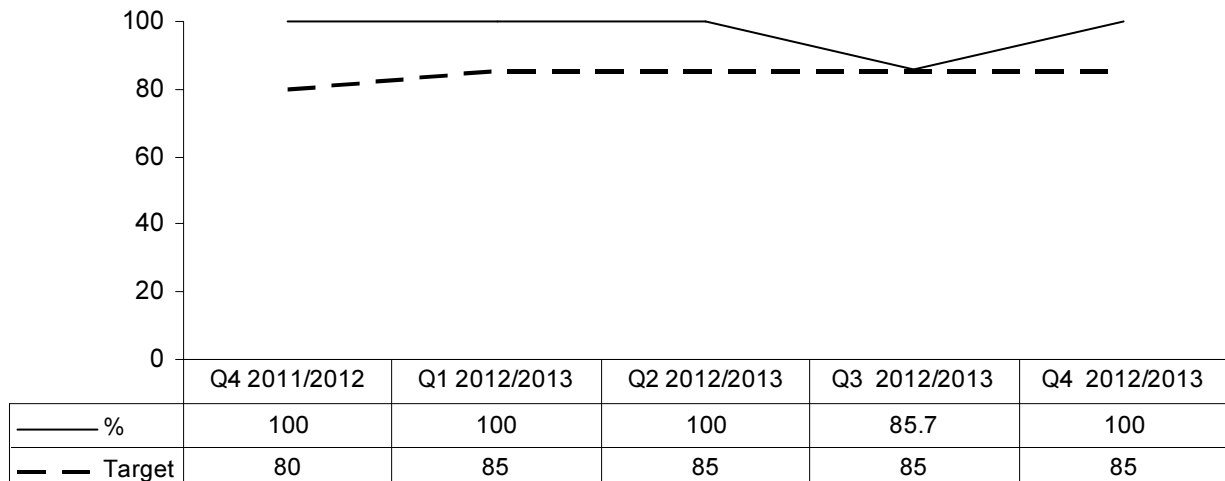


All Wales average 2011/2012 91%

Performance dipped towards the end of the year, as limited capacity within our commissioned services meant that six children had to wait for carers assessments.



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

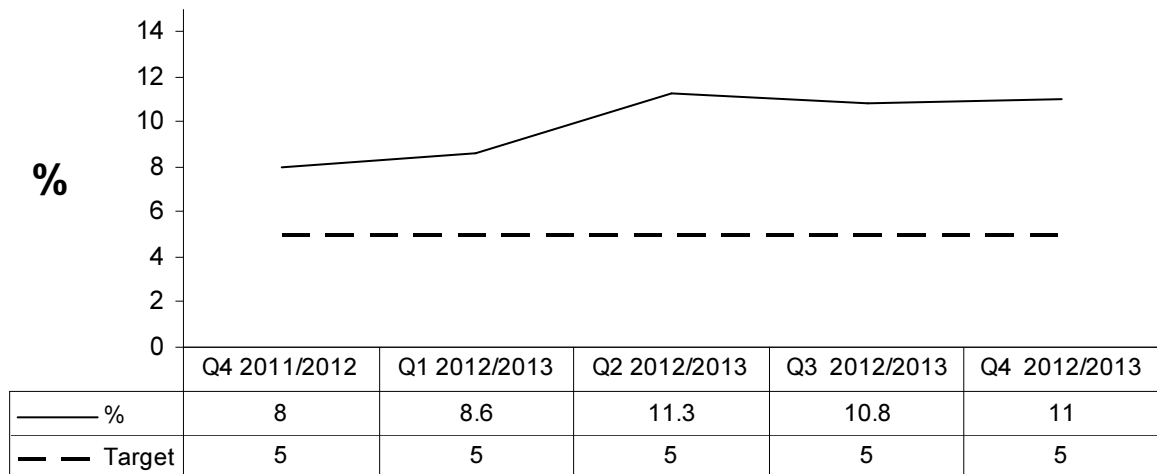


All Wales average 2011/2012 88.6%

Overall performance met target but was slightly lower than last year as limited capacity within our commissioned services meant that one young person in Quarter 3 had to wait for a service.



SCC/004 The percentage of children looked after on 31st March who have had three or more placements in the year.

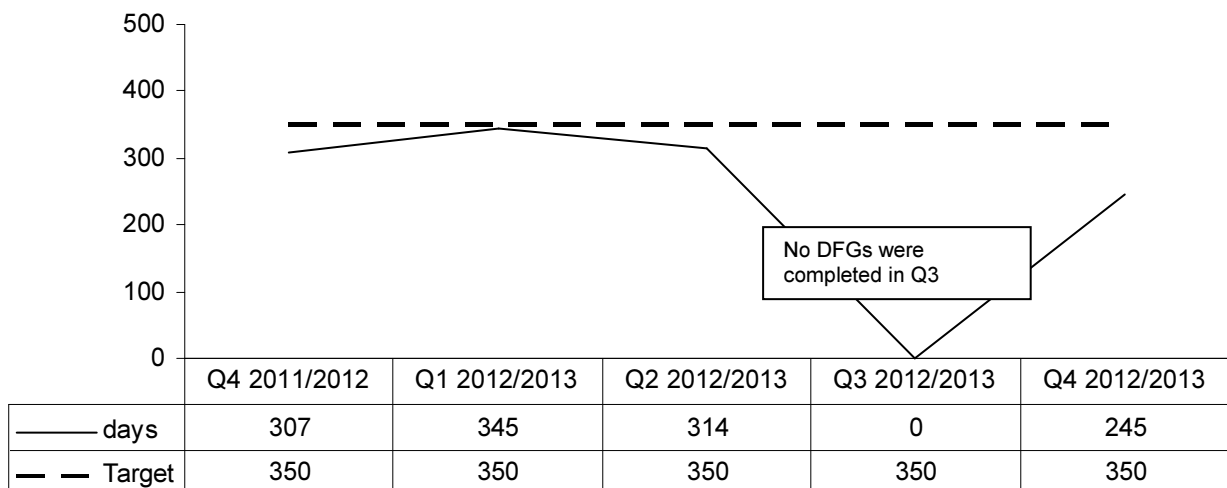


All Wales average 2011/2012 9.2%

This indicator is inclusive of both planned moves and unplanned disruptions. We have identified the disruption of placements as an improvement area for 2013/14, and to this end we have recommended the reclassification of the target to “Improvement”, and are drafting an action plan against which we will monitor progress in future reports.



***PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).**



All Wales average 2011/2012 378 days

Three DFGs for children were completed in Quarter 4 in an average of 245 days. However, in the data validation process at the end of the year a number of completions were identified that had not previously been reported. This included some particularly long and complex cases, which took the overall average for the year to 482 days for childrens DFGs,

due to the relatively small number of children's adaptations (18 in the year) and the fact they are more likely to require extensions.

3.3 Head of Service Plan (Exceptions)

Timeliness of statutory visits and reviews for all young people

Commentary on this priority is provided in Section 3.2 above.