

Mid-Year Chief Officer Report

Report Author: Chief Officer – Social Services
Report Date: November 2014
Report Period: April to September 2014

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - This section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Equalities and Welsh Language

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Appendix 3 - ACRF/CSSIW In-Year Priorities - progress update.

Section 1 - Performance Overview

This report covers the following functional areas:

- Children's Services
- Adult Social Care
- Commissioning

Areas of Positive Performance

Safeguarding Vulnerable Adults and Children

As part of our Modernising Social Services Programme, our additional investment in safeguarding services last year has enabled us to make progress in reshaping our services to deliver person centred safe outcomes for children, young people and adults. The Children's Safeguarding Unit, incorporating the Children's Safeguarding Managers and the Independent Reviewing Officers for Looked After Children, have now re-located to shared premises in Flint and will be shortly be joined by the Adult Safeguarding Team. Oversight for Children's and Adult Safeguarding will be provided by one Senior Manager, recently appointed and who will be joining the team in February 2015.

In the first half of this year, 191 Adult Safeguarding referrals were received. For referrals that were completed in the period, the risk was reduced or removed in 100% of cases.

The Children's Safeguarding Unit conducted 72 initial Child Protection conferences, and continue to perform well against the national performance indicators.

National Performance Indicators in Children's Services

Performance indicators for looked after children improved in Quarter 1 and again in Quarter 2. The timeliness of statutory reviews improved from 76.6% at the end of last year to 92.1% for the first half of this year. The timeliness of statutory visits also improved, from 85.9% to 91.3%. Personal Education Plans for looked after children of school age were completed within timescales for 75% of children (improved from 56.7%). All care leavers who turned 19 in the first half of the year were in suitable accommodation and engaged in education, training or employment.

Reablement and Telecare

The success of our reablement and recovery approach is being maintained; 78.3% of people referred in Quarter 2 completed a period of reablement resulting in their support package being maintained or reduced, or not requiring further support.

The multi-room sensor piloted in Supported Living houses has reduced the need for waking night support, which has now been replaced by sleep-in support, resulting in an increase in the independence of people with a learning disability. For further information please refer to Independent Living Improvement Plan Sub-Priority monitoring report.

Services for People with Dementia

The dementia café at Llys Jasmine opened, and provides a resource for people living with dementia and their carers both in extra care and the wider community. There is to be a formal launch in November.

Services to support Carers

We have improved our data collection to evidence our work with adult carers, and regularly received information from North East Wales Carers Information Service (NEWCIS). NEWCIS is a voluntary organisation and is setting up as a Social Enterprise with a trading arm and will be able to seek additional funding to support carers in Flintshire from this November.

The number of young carers identified declined last year, so we have been working with Barnardos to ensure that information on children with a caring role is robustly captured on our systems. Evidence received from Barnardos for the first half of this year shows that we have already identified more young carers than in the whole of last year.

Direct Payments and Citizen Directed Support

The take-up of direct payments continues to increase; at the end of Quarter 2 there were 380 service users in receipt of a direct payment. We are continuing to extend the range of services for which direct payments are offered.

Learning Disability Services

Glanrafon Day Centre has had new changing room and bathroom facilities which have helped to improve the experience of users at the centre. However, there are still concerns about the condition of the building.

Reviews of Adult service users

Performance continues to be well above the All Wales average for the percentage of adult service users with a care plan that was reviewed; last year Flintshire's percentage for reviews was the best in Wales.

Residential Care

The closure of a care home resulted in the loss of 42 residential beds, further reducing capacity in the residential sector. However, staff across operational services and in commissioning and contract monitoring worked hard to ensure that clients were placed in other suitable residential placements within a very short timescale. Ways in which the market can be sustained are currently being considered.

Areas of Concern

Co-location of Community Based Social Care and Health Teams

Co-location is not progressing as quickly as anticipated, and it is now likely that co-location for the South team will not be achieved by March 2015. However, joint working with Health staff at an operational level has been successfully achieved in all three locality teams. Please refer to Strategic Risk in Integrated Community Social & Health Services Improvement Plan Sub Priority.

National Performance Indicators in Children's Services

Last year a decline was reported for some of the key indicators for Children's Services. For the most part, year to date data suggests that performance has now recovered. The remaining challenges are the percentage of child in need reviews carried out within timescales, which has improved but there is still some way to go, and the timeliness of statutory health assessments for looked after children. This is a partnership indicator with Health. Three of the local authorities with performance in the bottom quartile last year fall within the BCUHB area. Social Services will raise the need to deliver improvements in this area with BCUHB, especially now that the LAC nurse post funded by BCUHB is about to become vacant.

Improvement Plan (none in year priorities)

Property Adaptations - Reported under the Independent Living Improvement Plan sub-priority.

Children and Vulnerable Families - IFSS is reported under the Independent Living Improvement Plan sub-priority.

ACRF Priorities for 2014/15

35 priorities have been identified in the Social Services Annual Performance Report 2014/15 and in the subsequent response letter from the Care and Social Services Inspectorate Wales (CSSIW). Progress on these priorities is monitored quarterly by Social Services Management Team and at the end of Quarter 2, the RAG positions were as follows:

Green	25	Amber	8	Red	2
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The red priorities are regarding the shaping and commissioning of higher-quality nursing home care in Flintshire, and improving the timeliness of Health Assessments for Looked After Children. These are both included in the risk summary below (in Operational Risks 1 and 3). A summary report showing progress on all the priorities is included as Appendix 3.

Key Projects

Quest (Families First Grant Funded)

Quest aims to:

- reduce the number of families living in a workless household;
- raise aspirations and motivation to work;
- improve the skill levels of parents and young people in no / low income families so that they can secure well paid jobs;
- enable choices and empowerment; and
- reduce inequalities that exist in health, education and economic outcomes for children living in poverty;

by improving outcomes of the poorest. There were 33 referrals to Quest in Quarter 2 which resulted in a service being provided.

Novus (ESF Grant Funded)

The NOVUS Project supports economically inactive and unemployed people to increase their employability, moving them closer to the labour market. The project specifically concentrates on those who are parents and more particularly lone parents, to enable them to overcome the barriers which prevent them from entering and sustaining long term employment.

Outcomes in the last 12 months are as follows:

Forecast:	Target	Outcomes to date	Explanation
Participants	110	113	
Gaining qualifications	20	25	
Employment	14	10	Further data to follow – target will be met
Further learning	18	14	Further data to follow – target will be met
OPO's (other positive outcome)	50	45	

Single Point of Access (SPOA)

SPOA is a 3 year collaborative project between Betsi Cadwalader University Health Board, Flintshire County Council and Flintshire Community Voluntary Council to develop and implement a single point of access to Health, Social Care and Community Services. The project is on track and is progressing well. A venue is under consideration and business processes are being mapped.

New Builds

The builds for Extra Care (please see Improvement Plan sub-priority update for Extra Care Housing) and Flint Primary Health Centre are progressing and are on track to meet agreed milestones for December 2014 and March 2015.

Dementia Inspection

A joint Health & Social Care Action Plan is being developed in response to the CSSIW inspection of commissioning of dementia services which took place in January 2014. Feedback was received from CSSIW in April of this year and reported to Social & Health Care Overview and Scrutiny Committee on 1 May, which highlighted some areas of good practice and set out some recommendations around joint working with Health.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date
Operational	Resilience of Independent Sector: <ul style="list-style-type: none"> Care home capacity for residential care Recruiting and retaining high quality nursing staff for residential care 	R	↔	A March 2016
Project	Single Point of Access The RAG refers to overall risk for the project, based on the assumption that the regional collaboration funding will continue until 2016. A detailed risk log is maintained by the SPOA Board.	A	↔	A
Operational	Decline in nationally reported performance in some areas of Children's Services	A	↓	G March 2015

Section 2 - Internal and External Regulatory Reports

Care Homes

CSSIW have published inspection reports for 9 Independent Sector Care Homes during the period. These reports are available from <http://cssiw.org.uk/find-a-care-service>.

CSSIW – Commissioning Dementia

Reported to Social & Health Care Overview and Scrutiny Committee on 1 May 2014.

Annual Council Reporting Framework (ACRF)

We have received the final copy of our annual review and performance evaluation from CSSIW which is generally positive, and includes a number of items of good practice, as well as some recommendations which have been noted in Appendix 3 to this report. This is due to be presented to Social & Health Care Overview and Scrutiny Committee on 18 December 2014.

National Inspection Safeguarding and Care Planning of looked after children and care leavers, who exhibit vulnerable or risky behaviours.

The final report was received from CSSIW in August, and presents a summary of their findings in the areas of corporate parenting, care planning, safeguarding, outcomes and promoting the rights and voice of the child. To be reported to Social & Health Care Overview & Scrutiny Committee 13/11/2014.

Section 3 - Corporate Reporting

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed

during the period (April – September 2014)

EIA	Type	Progress
Short Term Care	Restructure	In progress
Dementia Cafe	New service	Awaiting sign off
Re-Commissioning of Supported Living Services	Re-commissioning	In progress
Estuary Craft relocation and restructure	Restructure	In progress
Getting Engaged Action Plan	Review	In progress

List the work areas / functions where diversity of customers are monitored

Adult and Children's services

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

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

R	0	A	4	G	9
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Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI / PAM	246.43 Days	Not Set Mgt Info	<u>18428</u> 53 348 days	N/A	Downturned	Please see Improvement Priority update for Independent Living
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	NSI	2.59 Rate per 1,000	2 rate per 1,000	0.86 Rate per 1,000	G	Improved	

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	65.15 Rate per 1,000	Not Set Mgt Info	66.39 Rate per 1,000	N/A	N/A	
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	15.9 Rate per 1,000	21 rate per 1,000	15.8 Rate per 1,000	G	Improved	
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.48%	90%	<u>2788</u> 2987 93.3%	G	Downturned	
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	90.72%	90%	<u>1151</u> 1274 90.4%	G	Downturned	

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	98.9%	95%	$\frac{84}{84}$ 100%	G	Improved	
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	85.1%	90%	$\frac{3520}{4091}$ 86.04%	A	Improved	The half year outturn has improved since last year; we expect the percentage of adults supported in the community to increase throughout the year as more people are supported through the reablement route.
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	6.54%	10%	$\frac{16}{208}$ 7.7%	G	Downturned	This PI is based on moves during a 12 month period. There were only 3 children who moved placement between July and September. This PI includes positive moves which are planned in the interest of the child.
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	90.14%	80%	$\frac{129}{151}$ 85.4%	G	Downturned	This is based on Q1 data; Q2 data is not yet available.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	52.54%	54%	$\frac{60}{151}$ 39.7%	A	Downturned	This is based on Q1 data; Q2 data is not yet available. Some issues with recording have been identified; these are being addressed.
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	76.57%	93%	$\frac{584}{634}$ 92.1%	A	Improved	Performance has progressively improved so far this year, and we expect target to be met by year end.
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	75%	90%	0	N/A	N/A	There were no young people in the cohort.
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	91.67%	95%	0	N/A	N/A	There were no young people in the cohort.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	Target RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	58.33%	75%	0	N//A	N/A	There were no young people in the cohort.
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	98%	$\frac{71}{71}$ 100%	G	No change	
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	82.14%	Not Set Mgt Info	$\frac{479}{535}$ 89.5%	N/A	Improved	

Appendix 2 –High Level (Red) Net Risks

Risk to be managed – Resilience of Independent Sector: a) Care home capacity for residential care; b) Recruiting and retaining skilled and experienced nursing staff for residential care.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Close working between staff across the operational areas of the service and in Commissioning & Contract Monitoring to ensure that where home closures are unavoidable, clients are placed in other suitable accommodation in a very short timescale.</p> <p>The Care Council for Wales are reviewing the qualifications for Regional Managers in Wales and are investing through their practice development team in ensuring the competency of nurses in the care home sector.</p>	H	M	R	<p>Development of training and support programmes for the care home market to ensure there is high quality and robust leadership.</p> <p>Development of market position statements which set out our commissioning intentions and the need for developing residential care home capacity.</p> <p>Close working with Health to ensure a sufficient supply of competent qualified nurses.</p>	Chief Officer, Social Care	↔	M	M	A	March 2016

Code	QPRcode	Action	Owner	Actions / Milestones for 2014/15	Progress	
ACRF	A1	Develop and agree our Action Plan to deliver on requirements of the Social Services and Wellbeing (Wales) Act to put in place integrated arrangements to undertake proportionate and outcome focussed assessments that focus on 'what matters to a person'.	CD	Implement "What Matters" and the Core data set.	Ongoing training for staff. "What matters and the core data set have been implemented and now need to be embedded into practice.	Green
ACRF	A2	Consolidate Year 1 actions and deliver on Year 2 actions in our More Than Just Words' Strategic Framework for Welsh Language services in Health, Social Services and Social Care.	CJ	Refer to More Than Just Words WG Framework for actions and timescales.	We are continuing to implement the actions and have delivered on a number of these within the specified time periods provided. Whilst there are a number of challenges associated with this framework, Flintshire will continue to implement the action plan via a staged implementation process.	Amber
ACRF	A3	Continue to expand the take-up of Direct Payments and Citizen Directed Support to promote greater choice and control.	JT	Increase no. of people receiving direct payments.	Q2 data: 380 people in receipt of a direct payment.	Green
ACRF	A4	Complete the review of our Involvement Action Plan learning from the evidence gathered to ensure people who use services and their carers are able to make meaningful contribution to service planning and delivery.	JS	1. Review 5 point Action Plan - Completed. 2. Relaunch "Getting Engaged" with updated membership - Nov 2015	New Terms of Reference have been drafted and discussed. Action plan has been reviewed; a number of actions are being progressed through the new group.	Green
ACRF	A5	Increase the range of opportunities and technology, including social media, for children, young people and their families to provide good quality feedback so that we are able to incorporate feedback into our lessons learnt process.	CJ	Research into using the Web to collect feedback - March 2015.	In progress.	Green
ACRF	A6	Train more Elected Members on their role as a Corporate Parent to ensure that they understand the part they play in helping children and young people who are in care to have the best outcomes.	JD	Training to be delivered to elected members by January 2015.	In 2013/14 the Research in Practice booklet explaining Elected Members' Corporate Parenting responsibilities was circulated. We are currently designing a short workshop for Elected Members to meet the need identified	Green
ACRF	A7	Further develop our programme of commissioning strategies and <u>market position statements</u> taking opportunities for collaboration with Health and other partners where money will be saved and the quality of service is maintained.	CM	Continue to develop commissioning strategies and market position statements.	The ICP is supporting Flintshire as part of a regional project to develop market position statements. One workshop has been held in Flintshire and a regional event is planned for November.	Amber
ACRF	A8	Evaluate our "judgement framework" approach in Contract Monitoring to develop a shared level of understanding of levels of practice	LH	Roll out of "Judgement Framework".	The framework has been rolled out and well received by the provider sector. It has also been highlighted as good practice in the Older Peoples Review of Long Term Care.	Green
ACRF	A9	Progress plans to develop agreed Social Enterprises, including Double Click Design and explore options for the development of further viable social enterprises such as the Sure Start Crèche.	PC		See IP - PC submission	Green
ACRF	A10 (IP1.2)	Develop and agree a plan to implement a night support service for people with a frailty and / or disability to support greater independence, working with health providers including GPs.	LH		See IP Independent Living 1.2	Green
ACRF	A11	With partners, launch the regional advocacy service to ensure that the voices of vulnerable children and young people are heard.	LH/CM		Under consideration by North Wales Heads of Children's Services	Amber
ACRF	A12	Pilot and evaluate a new electronic data collection and monitoring system to better enable us to review the reasons for and rate of absence for the social care work force and set targets for further education.	SS		Absence database has been rolled out to whole Authority after successful evaluation.	Green
ACRF	A13	Commission the delivery of training and qualifications to ensure the workforce is equipped to deliver services in accordance with the Social Services Care and Well Being (Wales) Act and the Welsh Language More Than Just Words Strategic Framework.	JD	Welsh Government have designed a Basic Awareness Training course which is being piloted in October 2014 for release to local authorities for delivery in December onward. Also, Children's Services and Adult Services Roadshows being held with Workshops delivered to update staff on the act and the implications for their service.	Pilot complete and awaiting information. Children's Services Roadshow held 22nd October 2014. Workshop on the Act delivered by Christy Jones	Green

ACRF	A14	Deliver a programme of training to support the Public Law Outline – Evidence Matters.	JD	National PLO training completed in Feb 2014. NWHOCS asked for follow up training to be delivered during 2014/15.	Peter Lund (Flintshire Children's Services Training Officer) tasked with arranging PLO follow up training across North Wales. He conducted a review of needs and the consensus amongst local authorities was that the need had been met. In Flintshire we have been delivering follow on training - "Beyond PLO Critical Thinking and Analysis" - 18 attended (no further demand at this stage). In addition, Service Managers within Children's Services have asked that the we now deliver Bruce Thornton "Risk Model - Assessing and Analysing Risk of Significant Harm" which follows PLO training. 3 workshops have been held - 56 attendees. No further demand identified at this time.	Green
ACRF	A15	Complete the benchmarking review of our Workforce Development Team to ensure we are a quality training provider that delivers value for money	JD	1. Gather Benchmarking data from other North Wales local Authorities Completed. 2. Evaluation by December 2014.	Completed. Now looking to analyse the information and complete a qualitative and quantitative evaluation of training - to be complete by 31st December, 2014	Green
ACRF	A16	Establish a Dementia Café at Llys Jasmine to provide a resource for people living with dementia and their carers both in extra care and in the wider community.	SL	Opening of Dementia Café - completed.	Dementia Café opened. Formal launch 6th November	Green
ACRF	A20	Work with our partners to develop alternative housing and support models to meet the housing needs of care leavers, other young people and people with disabilities	RD		Reporting in Improvement Plan Update	Green
ACRF	A22	As part of the Families First Initiative and pending the outcome of the Lottery bid, consider options to expand the delivery of family focussed services from the Gronant Centre.	GH	Progress Big Lottery bid.	The bid to the Big Lottery was submitted in March 2014. The bid was rejected on the basis that the Lottery were not agreeable to the proposal for West Flintshire Community Enterprises Board to act as the grant recipient . The outline bid is due to be resubmitted to the Big Lottery with the proposal that Flintshire County Council act as the grant recipient.	Amber
ACRF	A23	Work collaboratively with regional partners to develop and agree a Single Point of Access (SPOA) Plan for Adult Services in Flintshire.	CD	Refer to SPoA Action Plan.	Venue is under consideration. Business process are being mapped.	Green
ACRF	A24 (IP 1.1)	Improve the timeliness of major adaptations and evaluate the impact of the extended minor adaptations and self assessment projects to inform further service improvements and options to increase people's independence.	CD/GG	Improve timeliness of major and minor adaptations.	See IP Independent Living 1.1	Amber
ACRF	A25	Further improve the data collection for Carers and Young Carers to meet the outcomes for the Carers Strategies (Wales) measure.	LH	Resolve issues with the collection and recording of data related to carer identification, assessment and services.	Issues with the collection of data for Adult Carers have been resolved. Q2 data shows that the identification of adult and young carers is back up to expected levels.	Green
ACRF	A26	Consider the findings of research underway on parent's perceptions of the Child Protection process and take appropriate action.	TBA		Deferred pending appointment of Children's lead.	Deferred
ACRF	A27	Develop a coherent quality assurance framework which draws together information about the quality of our services into a single quarterly report	JS	Develop a single report which demonstrates the quality of services.	First draft of QA framework is being produced.	Green
CSSIW	C1	Strategic planning with BCUHB	NA		There is an effective Strategic Partnerships Board which meets quarterly with members from the executive of both FCC and BCUHB.	Green
CSSIW	C2	Shaping and commissioning higher-quality nursing home care in the local area.	LH		We are considering ways in which the market can be sustained, to meet the challenge of recruiting and retaining managers with the skills and experience to lead high quality nursing provision.	Red
CSSIW	C3	Timely reviews for children in need – this has deteriorated despite being an area for improvement last year.	RD	Meet target for timeliness of CIN reviews.	Improvement recorded in Q2. Managers in Children's teams continue to meet quarterly with the Chief Officer to review data and agree actions for further improvement.	Amber
CSSIW	C4	Addressing the fall in numbers of known young, and adult, carers.	LH		Issues with the collection of data for Adult Carers have been resolved.	Green
CSSIW	C5	Timescales in processing complaints, particularly in children's services.	JS	Improve timeliness of responding to complaints.	Implementing a project management approach to complaints.	Green

CSSIW	C6	Initial child protection conference timescales.	RD	Improve performance in SCC/014	Q2 performance improved to 93%. Needs to be sustained in the second half of the year.	Green
CSSIW	C7	Statutory visits for looked after children.	RD	Improve timeliness in SCC/025. Each Team has identified a Senior Practitioner who has responsibility for ensuring that statutory visits are completed within their area. Senior Practitioners will attend performance meetings with the Chief Officer to proactively monitor and review performance.	Improvement recorded in Q2. Managers in Children's teams continue to meet quarterly with the Chief Officer to review data and agree actions for further improvement.	Amber
CSSIW	C8	Health assessments for looked after children.	PR		This is a partnership indicator with Health. 3 of the local authorities with performance in the bottom quartile fall within the BCUHB area. Social Services will raise the need to deliver improvements in this area with BCUHB, especially now that the LAC nurse post funded by BCUHB is about to become vacant.	Red
CSSIW	C9	Timely Personal Educational Plans for looked after children.	RD/PR	Improve performance in SCC/024. Social Services and Education have both identified a Lead Officer to work together to improve communication and joint arrangements with schools for the timely completion of PEPs.	Improvement recorded in Q2. Managers in Children's teams continue to meet quarterly with the Chief Officer to review data and agree actions for further improvement.	Green
CSSIW	C10	Outcomes for young adults who were formerly looked after.	RD	Improve performance in SCC/033.	Improvement recorded in Q1. There were no young people in the cohort in Q2. Managers in Children's teams continue to meet quarterly with the Chief Officer to review data and agree actions for further improvement.	Green
CSSIW	C11	Data collation associated with commissioning to test impact and value for money.	LH		We are working with IPC and regional colleagues to develop clear Market Position Statements containing robust data which illustrate current need and future projected demand.	Green
CSSIW	C12	Sickness absence levels.	NA		Unable to report due to issues with the new service structures on iTrent. Detailed breakdown of sickness absence is available however.	Amber
CSSIW	C13	Reviewing the impact of recent senior management structural changes.	NA		Review once all appointments are in post; c. Spring 2015.	Green