

QUARTERLY PERFORMANCE REPORT SOCIAL SERVICES FOR CHILDREN COMMUNITY SERVICES DIRECTORATE

REPORT AUTHOR: HEAD OF SOCIAL SERVICES FOR CHILDREN

REPORT DATE:

REPORT PERIOD: QUARTER 1 APRIL – JUNE 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 new 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

Report highlights for this quarter are the following items: -

<p>Performance</p>	<p>Seven improvement targets were set for 2012/13; 5 of these met the target this quarter. A detailed analysis of the amber targets is presented in Section 3.0 of this report.</p> <p>Performance highlights for Quarter 1 include timeliness of statutory visits (SCC/025) at 94.6% and referrals which had a decision within 1 working day (SCC006) at 99.4%.</p>
<p>Independent Sector</p>	<p>The refurbishment of Arosfa, a Residential unit which provides short term care for children with a disability, is ongoing and it is anticipated that it will be operational from the 14th September. This date is dependent upon the re-registration with the Inspectorate.</p>
<p>Young Carers and Looked after children</p>	<p>The Access to Action card for young carers, looked after children and care leavers was successfully launched on June 8th 2012 amidst very positive press coverage and interest from Welsh Government and the Children's Commissioner for Wales.</p>
<p>Transition</p>	<p>Senior Practitioner in post, team operational and cases have transferred from the Children's Integrated Disability Service. In the process of recruiting to other posts within the team.</p>
<p>Integrated Family Support Services</p>	<p>The Heads of Service in North Wales met on the 11th July 2012 and have scheduled a further workshop for the 25th September 2012. Preliminary discussions would envisage 3 teams across North Wales.</p>

Other highlights by service area are as follows: -

<p>Youth Justice Service</p>	<ul style="list-style-type: none"> • Successful YJS / YPDAT launch of a DVD looking at alcohol misuse, created by young people known to the service, and for use by all agencies. • Youth Justice Service Manager recently appointed Chair of Youth Justice Service Managers Cymru, raising profile of the service and forging closer links with the Youth Justice Board and Welsh Government.
<p>Families First</p>	<p>The consortia plan was completed by the 31st March 2012. The final report has been submitted to WG. Currently the services for Families First are being commissioned and new contracts will be in place from 1st October 2012.</p> <ul style="list-style-type: none"> • Quest continued to offer services to parents to assist in the development of their confidence and to enable them to start the journey towards training/employment. <p>In Flintshire, up to 30th June 2012, the QUEST Project has 61 registered participants.</p>

	<p>The project continues to build on existing relationships with referring and supporting agencies including JobCentrePlus, Careers Wales, Citizens Advice Bureaux and Barnardo's.</p> <ul style="list-style-type: none"> • Team Around the Family (TAF) are now fully operational and are working with families to achieve positive outcomes. • Citizens Advice Bureau (CAB) and Welfare Benefits Unit continue to provide advice to families who have financial issues such as debt, need access to housing, finance etc. 17 children from 65 families have been raised over the 60% poverty line during the year.
<p>Complaints & Compliments</p>	<ul style="list-style-type: none"> • 21 compliments were received about the work of staff. Comments included: <p><i>"It's the best pre-birth assessment I've ever seen" (from a Children's Guardian ad Litem)</i></p> <p><i>"Thank you for your help and support over the past few months" (from a mother)</i></p> <p><i>"It's been a long journey but I'm made up. Thank you" (from a mother)</i></p> <ul style="list-style-type: none"> • 14 complaints were received this quarter and 12 responded to (1 withdrawn, 1 not yet not followed up due to complainant's change in circumstances. • Of the 12 complaints responded to, 7 were responded to within the statutory 10 day timescale (58%) • 2 Stage 2 complaints were investigated within timescale and responded to. • The Stage 2 complaint re. Children's Integrated Disability Service., 1 was partially upheld, the other element of the complaint was not upheld. • The Stage 2 complaint re. Family Intervention Team., 1 complaint was partially upheld (apology made) and 3 were not upheld.
<p>Care & Social Services Inspectorate Wales Inspection</p>	<p>A positive report was received from the Inspectorate following the assessment and care management inspection in March 2012. There were a number of recommendations raised, and an action plan has been developed.</p>

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.	Sept 2012	A	G	See Section 3.1
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 Further raise awareness and monitor safeguarding activity through the joint (with Wrexham) LSCB.	Dec 2012	G	G	
5.5 Implement the Integrated Family Support Services initiative (also 7).	June 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).	30/09/2012	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 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

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.			TBC

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:

 **0**
  **2**
  **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
* SCC/034 The number of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales.	97%	100%	97%	96.3%		Downturned (See Section 3.2)
* SCC/021 The percentage of looked after children reviews to be carried out within statutory timescales.	92%	84.3%	92%	90.8%		Improved (See Section 3.2)
* SCC/025 The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	93%	86.3%	93%	94.6%		Improved
* SCC/030a The percentage of young carers known to social services who were assessed.	75%	100%	75%	100%		Maintained

<p>*SCC/030b The percentage of young carers known to social services who were provided with a service.</p>	85%	100%	85%	100%		Maintained
<p>*PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).</p>	350 days	283 days	350 days	345 days		Downturned
<p>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</p>	8%	7.9%	8%	17.9%		Improved

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).	✓
*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 (eg. because the family does not attend).	✓
*SCC/025	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.	✓
*SCC/030a	Monitor progress against the Young Carers Strategy Action Plan.	✓
	Joint protocol for the assessment of young carers to be strengthened.	✗ (see Section 3.3)
	Young carers Professionals Pack to include 'Think Family' focus.	✗ (see Section 3.3)
	Paris to include the revised young carers assessment fields to record the reasons for assessments being declined and actions taken, eg. signposting to other agencies.	✓
*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	To be reported Q2	
Major and minor adaptations	✓	
Transition Service	✓	
Identifying and supporting young carers	✗	A2A card launched. Delay in expanding multiagency representation on YC's Subgroup. See Section 3.3
Measure effectiveness of Volunteer Mentoring interventions	To be reported Q2	
Hours of education, training and employment whilst within YJS	To be reported Q2	
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	✓	
Develop the Families First Initiative	✓	
Full implementation of Flying Start	To be reported Q2	
Implementation of Strategic Equality Plan	✓	
Short break provision	✓	
Reduce dependency on the independent sector and improve commissioning process	✓	
Implement Inspection action plan	✓	
Service user and carer involvement	✓	
Ensure interventions are outcome focused	To be reported Q2	

2.5 Internal & External Regulatory Reports

The inspection of Social Services for Children assessment and care management by the Care & Social Services Inspectorate Wales resulted in a positive report. Some

recommendations were made, and an action plan has been developed which is being monitored by the Senior Management Team.

3. Exception Reporting

3.1 Improvement Plan

5.1.1 Develop robust commissioning arrangements for out of county placements.

Robust mechanisms for procuring and managing independent sector placements ensure that looked after children are appropriately placed and best value is achieved.

To achieve this, changes have been made to existing processes and guidance issued regarding the new Options Appraisal forms for all future submissions to the Out of County Placement Panel.

Positive feedback was received in the CSSIW inspection report (2012) with regards to the improvements made to processes and procedures:

"[There have been] positive outcomes from out of county commissioning work with fewer placements and improved control of expenditure."

As stated last quarter, we have signalled our intention regarding the purchasing of bedspaces at the Bryn Awel unit in Denbighshire. The respective Heads of Service met in May to discuss and are now exploring a possible joint commissioning arrangement, across four authorities, to purchase bed spaces at Bryn Awel.

3.2 Improvement Targets

The following indicators have a RAG of either red or amber. A detailed commentary is provided on each indicator below.



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.

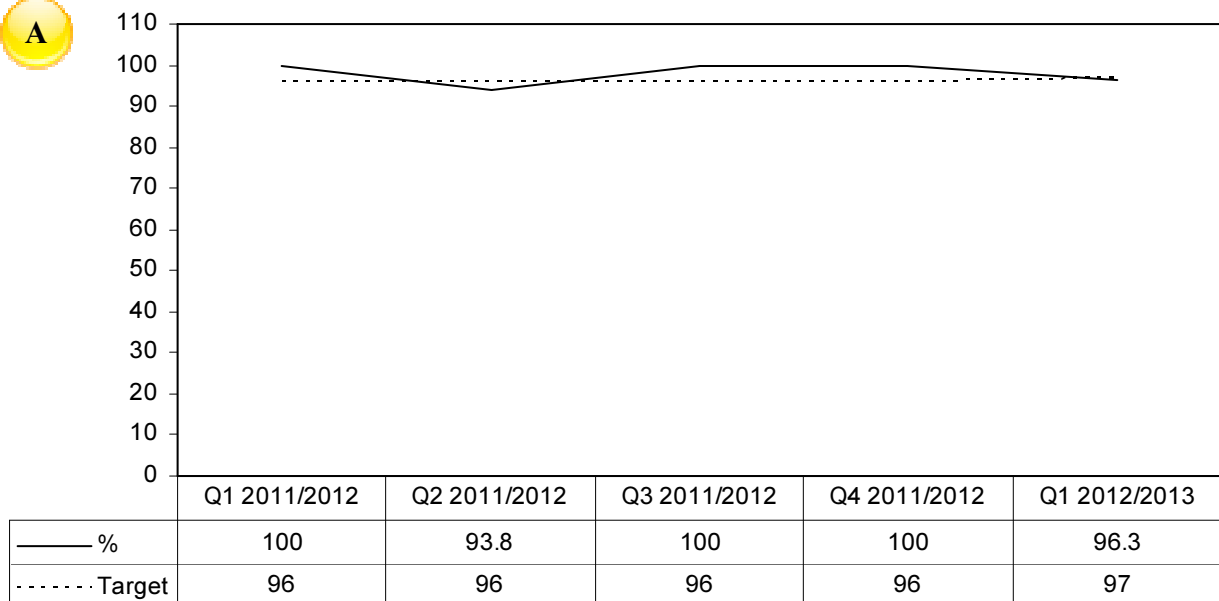


SCC/021

The percentage of looked after children reviews to be carried out within statutory timescales.

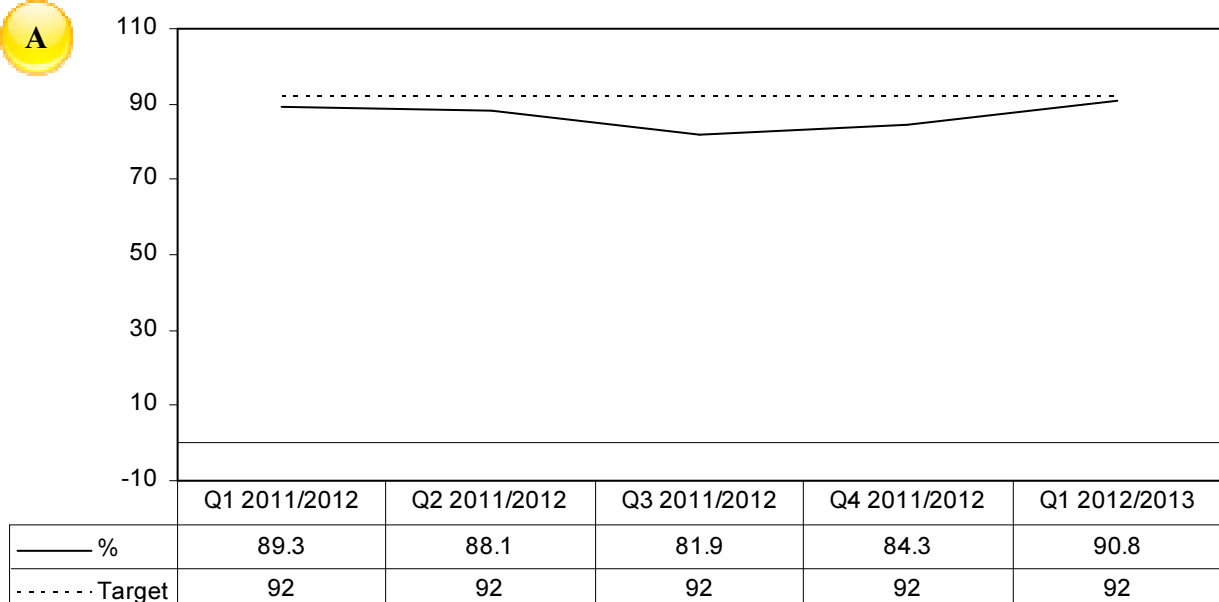
SCC/034 The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory

timescales.



The dip in performance in Quarter 1 of this year was due to one family of 3 siblings who failed to attend their review, and there was insufficient time in the diary to reconvene the review within timescales. The family subsequently moved out of the area.

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



Due to long term staff sickness in this quarter there was an impact on performance and the ability to complete reviews within timescales (7 of the 9 reviews). . However, capacity has been restored with two temporary appointments (in May). Two reviews were postponed because of the child's circumstances.

3.3 Head of Service Plan

Improve our methods for identifying and supporting young carers

A positive highlight is that the Access to Action card was successfully launched on June 8th 2012 amidst very positive press coverage and interest from Welsh Government and the Children's Commissioner for Wales. Work is underway to develop a project plan highlighting next steps and a timeline for post launch awareness raising.

We have identified the need to strengthen multiagency representation on the Young Carers' Subgroup and have identified mechanisms to achieve this and will be reported in Quarter 2. In order to reinvigorate representation from the agencies who have signed up to the Young Carers strategy, the Young Carers Forum is writing out to each agency reminding them of their commitment to the strategy. Barnardo's is working with the Young Carer's Forum to increase the representation of young carers on the subgroup also.

The action to amend the Young Carers Professionals pack to include a 'think family' focus has been included in the 2012/13 Head of Service Plan. The pack is currently being refreshed. In order to improve the identification and support given to young carers we are looking to develop a consistent young carers assessment for Social Services for Adults / Social Services for Children & Barnardo's during 2012 / 13. It is anticipated that the reinvigoration of the Young Carers Subgroup membership will drive this forward.