



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

Performance Evaluation Report 2014–15

Denbighshire County Council
Social Services

October 2015

This report sets out the key areas of progress and areas for improvement in Denbighshire County Council Social Services for the year 2014–15

Annual Review and Evaluation of Performance 2014 - 2015

Local Authority: Denbighshire County Council

This report sets out CSSIW's evaluation of Denbighshire County Council's performance in delivering its social services functions.

1. Summary

- 1.1. Denbighshire County Council continues to prepare for implementation of the Social Services and Well-Being Act (Wales) 2014 (SSWB Act). Elected members and staff are well briefed and understand the implications of the Act. Preparation for this during the year included the reorganisation of the senior management infrastructure, thereby creating a new department for community support services incorporating adult social services and homelessness services, and also planning for the merger of children's social care with education into a single department which will be implemented in 2015/16.
- 1.2. There continues to be an effective culture within the council of scrutinising performance in the delivery of social care, illustrating political engagement through service challenge meetings, involving not just elected members but also invited inspectorates.
- 1.3. Launched in July 2014 the Single Point of Access (SPoA) is a good example of joint working with Betsi Cadwaladr University Health Board (BCUHB). However, further progress needs to be made in relation to establishing integrated projects especially where grant funding is not accessible.
- 1.4. There was a decrease in the number of older adults receiving residential care during the year, and an increase in provision through alternative models of support so that people are enabled to retain their independence. This pattern of social care delivery is a corporate priority serving to highlight the importance of the third sector as partners in delivery.
- 1.5. Despite increasing capacity for delivering safeguarding for vulnerable adults, performance in relation to the Protection of Vulnerable Adults (PoVA) has not made the gains anticipated. We view this as an on-going risk for the council in the year ahead.
- 1.6. Strengthening the council's services to children and families continued, illustrating good progress gained through re-shaping of staffing roles,

providing short-term early interventions and enabling support to families. The council has also put into place a process to capture the experiences and views of young people. Whilst there has been marked improvement in relation to personal education plans, far more is still to be achieved in relation to the health needs of children in looked after settings.

- 1.7. The council continues to proactively implement 'Mwy Na Geiriau/More Than Just Words' with excellent progress being made during the year illustrated by strategic leadership, championing, bi-lingual access for people and workforce training.

2. Response to last year's areas for improvement

Identified improvement last year	Progress in 2014-15
Establish a research process for listening to and capturing the experiences and outcomes for children and young people	Good progress - Robust methodology involving the application of a wide range of tools including the use of social media has been introduced. Data and outcomes will need to be evaluated during 2015-16.
Improving the quality of provision and outcomes for looked after children	Slowly improving performance in relation to health and dental checks for looked after children but remaining below Welsh average. Significant gains in performance relating to personal education plans, and educational qualifications for 16 year olds, both now above Welsh average.
Impact of changes to staffing infrastructure for Protection of Vulnerable Adults (PoVA) in order to ensure that the safeguarding process is operated in a timely, consistent, authoritative manner across the authority	Very limited progress - Practice remains a concern with urgent improvement needed.
Evaluating the quality of life and outcomes for people with learning disabilities	Some progress - post introduced to review support and outcomes for people in supported living services. Person-centred planning steering group evaluates findings on the basis of lessons learned.
Increase the opportunities for people to use direct payments	Progress made - increased take-up, training and development of an action

	plan to further increase the use of direct payments.
Increasing rates of support for carers	Some progress - priority in the 2014/15 service improvement plan. Small increase in performance during year. New data collection processes to measure assessment and uptake.
Clarity needed in the signposting and type of services available for families not meeting the threshold needed to access Children and Family Services	Evidence of progress through Children and Families Gateway; Team Around the Family, and regular information exchange with relevant agencies.
Enhance the accessibility of information provided by the council through the use of mobile technology including easy read versions	Pilot underway within the National Outcomes Framework designed to sharpen practice in listening to individuals and heightening personal outcomes. Mobile technology and social media introduced and designed to improve methods of listening, capturing and responding to children.
Capacity for contract monitoring	Progress made with increased capacity.

3. Visits and inspections undertaken during the year

- 3.1. CSSIW met with senior officers of the council on 18 occasions throughout the year to review and discuss social services performance, including areas for improvement identified in last year's performance evaluation report. We attended council service challenge meetings. The council consistently engaged with CSSIW, readily facilitating access to information requested and enabling site visits to take place.
- 3.2. We also undertook fieldwork in Denbighshire as part of the Wales Audit Office (WAO) Independence of Older People study which included gaining views from the third sector. We met with the North Wales commissioning hub to explore commissioning of services for people with complex needs. We undertook joint visits to children and adult services, speaking to people using services, their relatives, and staff. CSSIW also held a regional provider forum for services to younger adults which included representatives from services in the county. During the year, we published our inspection of the in-house Denbighshire Fostering Services. Details on these are contained in published reports and available on CSSIW's website.

4. Areas for follow up by CSSIW next year

- 4.1. A number of specific areas for improvement have been identified in the body of this report. The council's progress in relation to these will be discussed with the council during regular engagement meetings in the coming year. Specific areas for follow up will include the council's performance in relation to:
- Monitoring and evaluating the potential impact upon children and adults resulting from the council's changes to senior management infrastructure for the delivery of social care
 - Improving the timeliness and engagement of PoVA and to undertake review of threshold levels.
 - Closely monitoring the quality of all domiciliary care providers which will need to include obtaining the experiences and views of those receiving domiciliary care services.
 - Integrated partnership working with BCUHB.

5. Our inspection and review plan for 2015-16

- National review of domiciliary care
- National review of services for people with learning disabilities
- National review of care planning for looked after children.

6. The extent to which the experiences and outcomes for people who need care and support are improving their wellbeing.

Adults

Overview

- 6.1. Residential places (499) for older adults supported by the council in 2014-15 fell from the previous year and has reduced by 15% over the past three years. Extra care housing expanded from one to three schemes and there was increased uptake by 76 (5%) of telecare and assistive technologies, although the WAO study undertaken during the year found that greater use was needed of new technologies.
- 6.2. There has been a fall in the amount of equipment provided by the joint

social services and BCUHB equipment stores to older people. The council believes this may be in part be due to signposting by the new Single Point of Access (SPoA) to the third sector, though evidence has yet to be produced to support this rationale.

- 6.3. The director's report for 2014/15 acknowledges that the council was unable to formally monitor the quality of many domiciliary care agencies during the year by carrying out visits to all providers. Therefore all providers will need to be effectively monitored during 2015/16. During engagement meetings with CSSIW, the council reported 70% of all 15 minutes calls to people in their own homes were 'check calls'. Quality monitoring should include face to face interviews in addition to the existing methods employed, to enhance opportunities for listening to and evaluating the views of people who receive all types of domiciliary services. This will help to ensure that the support provided addresses their needs and informs future commissioning by the council.
- 6.4. Over 95% of residential provision for younger and older adults with complex needs in Denbighshire is provided by the independent sector, yet it surprising to note that the director's report conveys that contract monitoring officers visited only 27 services. Often these visits were in response to concerns and undertaken on occasions in conjunction with inspectors from CSSIW and other regulators. Council reviewing officers also share information with the contract monitoring team following reviews of people's care plans. During the year we found that there was a good level of intelligence sharing between contract monitoring officers and CSSIW, enabling a proactive approach to be taken at an early stage to services where concerns had been raised.
- 6.5. Reflecting their corporate agenda, the council actively enables people with learning disabilities and mental health needs to live as independently as possible. There was a 38% increase in the uptake of direct payments compared to the previous year; an action plan, including further training for staff, aims to further increase uptake in the future. Specific social work posts were introduced during the year to review outcomes for people in supported living services, and a person-centred planning steering group evaluates findings on the basis of lessons learned which feeds into future service-design.
- 6.6. Performance continues to cause concern in relation to safeguarding vulnerable adults through the Protection of Vulnerable Adults (PoVA) process. The council sought to strengthen capacity at the start of the year by extending the role of designated lead managers. Dedicated administrative support was also established towards the end of the year, training for staff provided, and monthly meetings held to review progress and share practice. Despite these developments, by end of 2014/15 the

same concerns noted in last year's performance evaluation report remained, including timeliness and lack of consistency in the safeguarding process. We have observed that relevant agencies were not always being engaged especially in early strategy discussions, and a recurring theme being an apparent lack of confidence of the designated lead managers, suggesting a need for further support and training. Clarity around the council's threshold for accepting or rejecting PoVA referrals is also needed. The council has conveyed that it intends implementing new data collection and evaluation processes relating to all stages of the PoVA process and we will follow-up with them during the forthcoming year.

- 6.7. The council acknowledges that referrals by Single Point of Access to PoVA may have been delayed due to seeking informal advice from the PoVA team. The council is seeking to address this by ensuring that Single Point of Access personnel have the information they need in order to make timely referrals to PoVA team.
- 6.8. Conversely, the council delivered its responsibilities in relation to Deprivation of Liberty Safeguards (DoLS) with eight trained staff and a coordinator coming in post during the year. During 2014/15 there was a very significant increase in the number of DoLS applications received by the council, with 221 applications made, 46 assessments completed, and 43 authorisations made (compared to just 12 applications and 5 authorisations during the previous year). The council also drew upon their research into community-based services, identifying that at least 50 further people were likely to be deprived of their liberty using the revised best interests test.
- 6.9. The number of adults with complex needs requiring reviews of their care plans increased by 102 during the year compared to 2013/14, although the total numbers of reviews held reduced by eight from the previous year. Whilst the council's performance in care plan reviews being carried out on time remains above the Welsh average at 88%, this small decrease in performance during 2014/15 indicates that performance will need to be closely monitored by the council during 2015/16.
- 6.10. Progress has been made in relation to support for people with learning disabilities, including the introduction of new posts and an increasing uptake in direct payments. However, the profile of people with mental health needs appears not to be currently as high, and clarity is needed around identification, assessment and commissioning of services.
- 6.11. In recent years there has been an increasing number of people with learning disabilities and often complex needs from outside the county and even Wales who have been placed with independent providers in

Denbighshire. Over 95% of all provision in Denbighshire for younger older adults with complex needs is provided by the independent sector. There are significant numbers of people in these services unlikely to be known to the council but may need at some point to access primary health and social care services, and the protection of the council's safeguarding processes operated by the council. It will therefore be important for the council (and partners) to assess and predict future need and resource in this respect, and to take account of the potential impact of any step-down from intensive support and into community-based settings within the county.

Key National Priorities (adults)

Preventative and early intervention services

- 6.12. The council provides strong direction and leadership in increasing the range of preventative and early intervention services available for older people. Denbighshire's Well-Being Plan illustrates the council's strategic direction in seeking to enable people to become resilient and independent. During the year the council's development of the Supporting Independence in Denbighshire model could eventually become a template to the types of integrated support which all citizens, young and old, can expect at various points of their lives.
- 6.13. Reablement was provided to 346 people of whom 60% required no further support. This represented a reduction from the previous year (376 people and 77%) despite this being a priority area for development to meet Denbighshire's growing need for reablement.
- 6.14. The older person's strategy officer has set up a 'My Life My Way' project following research into models operated by other councils. During the year this led to the introduction of reference groups including older people, and locally-based resources for people to seek advice, information and to retain resilience and independence.
- 6.15. The council also commenced a project aimed at assessing and intervening in loneliness experienced by older people. Planning was also undertaken with local communities to develop a learning exchange and 'Aging well in Denbighshire' programme in 2015-16 (as part of the Aging Well in Wales initiative).
- 6.16. During the year, the council took part in a national pilot to develop community hubs, enabling easy access to advice and information for the local population. The first of these community hubs operating 'community-led conversations' commenced in Corwen. Delivered by multi-agency practitioners, this innovative mobile outreach service

appears to have good potential for local people to seek advice and information, and if needed, for services to become aware of their needs and for support to be provided. This early stage of development would also seem to offer the council a considerable opportunity to put into place effective monitoring and evaluation processes to demonstrate the effectiveness or otherwise of this model.

- 6.17. Carers of adults were identified as a priority in council's 2014/15 service improvement plan. Progress has been made in terms of its partnership with the third sector and engagement with leisure services, colleges, and libraries to increase awareness. The accuracy of recording has however been an issue, and processes have been put in place to monitor and record the uptake of assessments for carers. Improvement in performance was seen with 93.7% of carers offered an assessment (89.4% in 2013/14); and 96.7% of carers were provided with a service (95.5% in 2013/14).

Integration of health and social care services for older people with complex needs

- 6.18. The introduction of the Single Point of Access, launched in July 2014 illustrates an effective model of integrated social care and health partnership working, providing assessment and support for people at risk of deteriorating health. By the end of the year, the service was fully staffed including staff from the third sector and offering a bilingual response.
- 6.19. Weekend and early discharges from hospital benefitted during the final quarter of 2014/15 from the introduction of the joint role of health and social care practitioners, with 23 people supported.
- 6.20. Progress has not been made in relation to establishing integrated projects where grant funding was not accessible. Therefore planning and opportunities leading to greater health and social care integration will need to be established in the year ahead.

Areas of progress

- Strategies for enabling older people to retain their independence through the introduction of locally-based sources of information and assessment
- Uptake in assessment and services provided to carers
- Delivery of Deprivation of Liberty Safeguard authorisations.

Areas for improvement

- Adult safeguarding
- Quality monitoring of all providers of domiciliary care including obtaining the experiences and views of those receiving domiciliary care services as a basis for service-design and commissioning
- Assess and predict potential draw upon local authority resources for people with learning disabilities, mental health and complex needs not already known to the council who are living in independent sector care provision in Denbighshire.
- To take account of the potential impact of any step-down from intensive support to community-based services
- Clarity around council's approach to identification, assessment and support for people with mental health needs.

Children and young people

Overview

- 6.21. Children and families services received a significant drop of 13% (103) fewer referrals compared to the previous year. The percentage of referrals during the year on which a decision was made within 24 hours was 100%, with an increased focus by the council on appropriate signposting and assessment at the point of first contact. Re-referrals also dropped by 32 to 101. The council contend that the reduction in contacts and re-referrals results from an increasingly proactive approach to prevention and early intervention responses, working with families through their Team Around the Family and Families First programme, and also meeting twice every week with other relevant agencies to exchange information, preventing the need for formal services. The council should aim to track and monitor outcomes for children and families signposted onto other services.
- 6.22. Staffing of safeguarding and reviewing reached full complement during the year and performance improved, with 100% of initial child protection conferences and 93% of initial core group meetings being held within timescales. 78 children were placed on the Child Protection Register representing an 8.2% reduction from the previous year. The council has introduced a 'Signs of Safety' methodology for child protection conferences, which has potential to enable families to identify risks and also for children and young people to contribute to the risk management

process. There has been increased awareness-raising of safeguarding amongst staff across the council, with a corporate safeguarding training programme delivered to 107 staff. Service challenge meetings during the year included scrutiny on safeguarding, and lessons learned from Rotherham. During the year the regional safeguarding children's board held a Child Practice Review to explore lessons learned following the death of a child.

- 6.23. The council is also seeking to transform services to children with a disability by increasing access to universal services. Whilst encouraging progress was identified during the year in relation to education outcomes, the timeliness of reviews for children with disabilities noticeably reduced at the mid-point of the year. This was due to difficulties in staff recruitment, although we were told by the council that this had become fully staffed by end of year. It is not as yet clear whether the new staffing structure will take account and respond to the needs of children with disabilities and therefore clarity around infrastructure and protocols is needed.
- 6.24. Short break provision for children with disabilities was reduced and 2014-15 was the last year in which parents did not have to make a financial contribution to respite care. From 2015-16 parents who wish to forgo means-testing are being asked to contribute £25 per week (ie. £1,300 per annum) to the provision of a respite service for their child. There is a risk that families may choose to opt out for financial reasons and the council will need to closely monitor such circumstances.
- 6.25. The director has introduced a more rigorous approach to evaluation, with a robust research process now in place involving the application of a wide range of tools including social media and partnership development, which will improve the rigour of data collection in relation to listening to and collecting the experiences of children and young people. The council needs to closely monitor evidence concerning outcomes for children and families not meeting the threshold for formal services.

Key national priorities

Preventative and early intervention services

- 6.26. Children and families intensive early intervention services are in a period of transformation, largely due to the strategic amalgamation of social care and education services. Initial impact has been seen in the rationalisation of staff roles, with the likely outcome being an integrated early intervention service. The regional board for integrated family support brings focus upon those families and children with high level support needs.

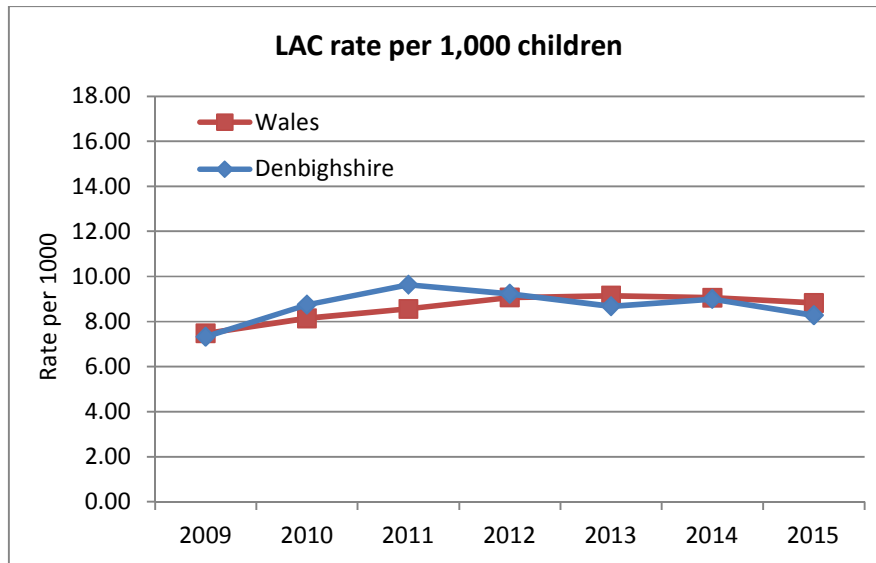
- 6.27. The council's Family Support Team introduced an intensive seven day per week, waking-hours service providing short-term, early intervention and support to families.
- 6.28. There has been a re-focusing of staff support for vulnerable children and families, indicating a move by the council towards becoming a learning organisation. For example, the key role of 'practice leader' has been introduced, holding a case load of 60-70 cases and provides on-going mentoring support to less experienced staff team members. Staff sickness levels in children's services reduced during the year and staff vacancies arose largely through staff retirement.
- 6.29. Only 10% of all children assessed met the threshold for access to direct support from children's services, with alternative sources of support being provided through Families First programme and the Team around the Family. Effective systems of support which enable vulnerable children and families access to internal and external agencies such as Family Information Service and voluntary groups is therefore needed. It is noted that the children's and family support gateway is still evolving and with the introduction next year of the SSWB Act this will become the information, advice and assistance resource for the council. Careful consideration will therefore be needed by the council to closely monitor access and outcomes for children and families not receiving more intensive forms of support.
- 6.30. To widen access to services for children and young people with disabilities and their families, the council published a disability inclusion toolkit to over 50 providers, put on training opportunities for the development of inclusive play, and provided access to a range of leisure activities during school holiday periods. It also removed 'assessment of need' which was seen as a barrier to receiving services and replaced with a 'can and can only' test.
- 6.31. Denbighshire's approach to project work with young carers changed significantly during the year. The Young Carers service is commissioned through a regional sub-contract for both new referrals and to the young carers previously receiving a service. Performance with this new provider will need to be monitored and evaluated and CSSIW will follow-up progress with the council during the year.

Looked after children (LAC)

- 6.32. Performance in relation to looked after children whilst mixed demonstrates a pathway of improvement with signs of progress towards

the end of year, and action taken to listen to and capture the voices and experiences of children.

6.33. There was a reduction in the number of children looked after from the previous year (175 to 161), equating to 8.3 per 1,000 population. Denbighshire continues to have marginally the highest number of looked after children in the North Wales region.



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Numbers of LAC as at 31 March

	2009	2010	2011	2012	2013	2014	2015
Denbighshire	145	172	188	178	168	175	161

6.34. Our inspection in 2014/15 of the Denbighshire Fostering Service identified 60 approved foster carers with the capacity to provide 137 foster placements. 25% of foster care in Denbighshire is provided by a family member, and generally there is a stable group of foster carers within the county and we found morale amongst foster carers to be good. The council is also working with other councils in North Wales to establish a regional approach to the recruitment of foster carers.

6.35. The council has put in place approaches designed to improve previously poor performance in relation to health, dental and personal education plans for looked after children. Towards the end of the year, impact was beginning to be made with health and dental checks demonstrating progress, however both areas still fall below the Welsh average. In relation to health checks there has been an increase from 38.4% to 73.5%; and dental checks slightly improved from the previous year to 59.8%.

- 6.36. The council significantly increased its performance and ensured that all looked after children have a personal education plans in place and at 100% this is well above the Welsh average.
- 6.37. The number of children experiencing one or more changes of school during the year increased significantly. However, the council explained that 18 of the 22 children concerned moved for positive reasons such as returning to the family home.
- 6.38. There was a big leap in the external qualifications points score achieved by the small cohort (four) of 16-year-old looked after children at 438.50 points, reflecting an increase of 168% from the previous year, becoming the highest in North Wales and significantly above the Welsh average.
- 6.39. Through the involvement of the 14+ team and the corporate parenting forum, there is positive engagement and indeed some success from the range of council services in providing options to its looked after younger people, including employment and apprenticeship opportunities. However, the director's report does not identify performance in relation to the council's effectiveness in preparing and supporting young people to secure permanent living options once they have left care

Areas of Progress

- Seven days per week intensive early intervention support introduced for families at their point of greatest need
- Introduction of a learning culture through strategic positioning of key staff with considerable experience and knowledge to mentor less experienced staff
- Good progress qualifications in personal education planning
- Good progress in relation to for 16 year olds.

Areas for improvement

- Timeliness of reviews for children with disabilities
- Closely monitoring and evaluating the impact of the changes introduced in relation to access for respite care for children with disabilities
- Health and dental checks for looked after children
- Forward planning and outcomes for young people leaving care.

7. The extent to which leadership, governance and direction for the council is promoting improvement in outcomes and wellbeing for people who need care and support

- 7.1. The council is providing strong leadership in relation to promoting independence. Bi-annual service-challenge meetings and corporate governance arrangements held throughout the year reflect a culture within the council of effective scrutiny of social care performance both with children and adult services.
- 7.2. The council has made major structural changes to the management of adult social care and planning for transformation for the management of children's services. Both will assist preparation for the introduction of the SSWB Act in 2016.
- 7.3. An issue identified in last year's performance evaluation report concerned the need for preventative programmes to demonstrate effectiveness in order to become sustainable against a background of revenue reductions throughout the council of £3.5m in 2014/15. This was achieved primarily by restructuring, loss of staff through retirement and also a lack of draw upon the budget set aside for high cost placements during the year. Actual financial performance for the social services department came within budget in 2014/15.
- 7.4. In managing its budget reductions and altering its approach to front-line social care, the council has chosen to reduce the number of qualified social workers employed in adult services and has replaced these with social care practitioners. Compared to 2013/14 there was a reduction during the year in social workers by 19% (nine posts) balanced by the introduction of 24.8 full time equivalent social care practitioner posts (including six reviewing officers). There is a different picture in children's social care services with an increase in social workers from the previous year by 21.47% (seven posts). In order to assess the impact of these changes upon people receiving adult social care services the council will need to adopt a rigorous approach to quality assurance.
- 7.5. In 2014/15, the council also commenced a detailed consultation programme on the future of their own three residential homes for older people which currently provide accommodation for 50 people and employ 100 staff. This process was ongoing at the end of the year.
- 7.6. Adult services, which during the year became a function of the new Community Support Services, sought to sharpen its approach to commissioning during the year. A focus with domiciliary care provision has been to move towards an outcome based approach for the users of these services, though work to evaluate the quality of all providers and

outcomes for services has yet to be undertaken. The pilot being undertaken by the council to apply the National Outcome Framework aims to place the person at the centre of social work practice, and also the commissioning process leading to improved self-direction of support. This will therefore require a smarter and bespoke approach to commissioning, and greater clarity in the council's approach to commissioning will be needed. Additionally, the importance of charities and community groups in providing low level but vital community based support at local level was illustrated for example in the WAO study. A coherent strategy for the commissioning of these groups will therefore enable the council to plan their support for these groups, providing recognition, assurance and would fit in well as part of the council's strategy to enable people to retain their independence for as long as possible.

- 7.7. All front-line social services staff underwent training during the year to support the implementation of a new statutory complaints process, and the council produced an annual report for 2014-15. For the second year running, the numbers of complaints received fell (188 in 2013-14 to 76 in 2014-15), representing a drop of 36%. The number of complaints being upheld or partially upheld remained at the same level as the previous year, and there was a decrease in complaints dealt with within timescale (97% in 2013-14 to 93% in 2014-15). The impact of the new complaints process should be evaluated and work undertaken to identify and respond to emerging issues and trends. The Performance Scrutiny Committee receives monthly activity information of complaints received with fuller scrutiny taking place on a quarterly basis.
- 7.8. As already identified, good joint working with Betsi Cadwaladr University Health Board (BCUHB) during the year led to the effective delivery of Single Point of Access (SPoA). In addition to the SPoA another example of early partnership with BCUHB was the introduction of a multi-disciplinary integrated family support team. However, further development of integrated provision will require strategic leadership from both the council and BCUHB. It should therefore be of advantage to the strategic planning and decision-making for health and social care in the year ahead, that the director of social services was made an associate member of the board of BCUHB.
- 7.9. The council continues to seek to build effective partnership with other councils and bodies. Senior officers from Denbighshire and Conwy councils met throughout the year in order to seek opportunities for future joint social care partnership working.
- 7.10. The council's role as the 'corporate parent' for children and young people is illustrated through the Corporate Parenting Forum, in which

senior managers and elected members scrutinise outcomes for young people and challenge performance. This is enhanced by establishment of an improved approach to quality assurance arrangements by better engaging with and eliciting the views of young people. During our regular engagement meetings with the council, we have explored performance in relation to completion of statutory visits to looked after children within timescales, which in 2014/15 was 88.3% compared to 89% in 2013/14. We heard that most young people received visits which on occasion did not meet the criteria to be recorded as a statutory visit. The director's report acknowledges the need to improve the process for meeting statutory visit deadlines for and that this constitutes a priority for the council for 2015/16.

Areas of progress

- Major structural changes to the management of adult social care and planning for transformation for the management of children's services.

Areas for improvement

- Clarity in the council's strategic approach to commissioning support to children, adults, and community groups.