

Appendix II: CSSIW evaluation 2012-13 - progress and areas for improvement

Shaping Services		
Areas of progress	Areas for improvement	How we are responding
<ul style="list-style-type: none"> • Development of market position statements to inform and support provision of services. • Progress in achieving implementation of the Single Point of Access. • Continued development of early intervention, preventative and reablement approach in adult social care. • Continued development of an early intervention model for children with clear links to a wide range of policy requirements. • Use of consultation to evaluate children and families experiences of services to assist in the further development of services. 	<p>Embedding the new structure fully into working practice.</p>	<ul style="list-style-type: none"> • The Contract Management and Review Team is fully in place and has begun to undertake statutory reviews. • Intake and Reablement Teams are located within Locality Teams with regular opportunities for joint communication at the locality level. • Agreement has been reached on criteria for Complex Disability Team and cases have started to be referred more appropriately.
	<p>Establishing clear measurable outcomes to assist with the evaluation of existing and proposed service developments. Objectives should be focused on progress for children and families, and progress in meeting longer term service goals (eg to reduce the number of families requiring intensive and longer term intervention).</p>	<ul style="list-style-type: none"> • A number of assessment and planning models are being implemented within Children and Family Services and the Families First programme that will enable the recording and monitoring of outcomes for children. The development of a performance management framework will enable the service to identify the impact of the investment in early intervention services on reducing the need for longer term intervention. In addition revisions currently being made to the case file audit process will ensure practitioners and managers are routinely monitoring and challenging progress made by individual children and families.
	<p>Development of domiciliary care market to reduce pressures on reablement service.</p>	<ul style="list-style-type: none"> • Following a period of monitoring, evaluation and research, Adult Services has recognised the need to re-focus the 'homecare' reablement service on the lower level, often acute needs of people and utilise occupational therapy skills in more complex reablement working with the independent sector, who provide most of the domiciliary care in Denbighshire. The development will include building staff competence and confidence in outcome focused care planning; running a pilot related to outcome-based commissioning with the independent sector; and re-considering the role of occupational therapy, social work and other skill mix within the Service.

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Getting Help		
Areas of progress	Areas for improvement	How we are responding
<ul style="list-style-type: none"> Improved timescales for completion of assessments and sustained quality of assessments in children's services. Improved timeliness of reviews for adults receiving services. 	<p>Completion of a new service model for children with additional needs and their families</p>	<ul style="list-style-type: none"> A multi-agency disability services transformation programme has been established (with a dedicated programme board) that is focussing on service re-design and developing a range of services that are accessible and inclusive for children with disabilities and their families. Following from this the Children and Family Service will review its thresholds and service eligibility (particularly in light of the Social Services and Wellbeing Bill). In addition, we are supporting a pilot of a whole of life service within Flintshire using Collaboration funding.
	<p>Assessment and support to carers</p>	<ul style="list-style-type: none"> Within Children and Family Services, a sub-regional (Denbighshire, Conwy and Wrexham) young carers service will be commissioned from April 2014 onwards. In addition work has been undertaken in partnership with education and the schools to establish agreed protocols and processes for identifying and supporting more young carers. We have been heavily involved with the North Wales Carers Strategic Group in developing a North Wales Carers Information and Consultation Strategy, and this strategy is being launched on 29th November 2013. We have also committed an additional three years' funding for carers services in Adult & Business Services. Some of this money will be used to invest in a new role to provide community support for carers. We have also enhanced the carers assessor role to ensure that assessment of carers' needs is more effective.

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Services Provided		
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<ul style="list-style-type: none"> The percentage of children in need whose plans are reviewed within timescales has substantially improved 	<p>Performance in relation to looked after children especially in relation to planning for permanence and placement stability</p>	<ul style="list-style-type: none"> The performance measure in relation to placement moves does not recognise positive placement moves (e.g. placed for adoption) which make up the majority of placement moves. A new foster carer recruitment campaign designed in collaboration with the corporate marketing team is in the process of being implemented which will enable the increase in foster carers recruited and thus providing more effective placement matching.
	<p>Evaluating the quality and impact of commissioned services in meeting needs and delivering objectives</p>	<ul style="list-style-type: none"> A new contract monitoring framework is being developed within Children and Family Services and the commissioned providers are developing a new model for reporting on progress against outcomes and impact on service users lives. Adult & Business Services have recently started to submit quarterly monitoring reports to the Scrutiny Chairs & Vice Chairs Group to raise awareness of issues identified through our monitoring of externalised services. Our 2014/15 Business Plan includes a project to “Improve Quality Assurance of outsourced services”. This will include such actions as implementing a regional monitoring process.

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Effect on People's Lives		
Areas of progress	Areas for improvement	How we are responding
<ul style="list-style-type: none"> • Increasing effectiveness of reablement service. • Clear business planning for adult services. • Effective use of internal audit processes in child protection. • Consultation with children and their families. 	<p>Deprivation of Liberty Safeguards (DoLS).</p>	<ul style="list-style-type: none"> • Mental Capacity Act and DoLS Refresher sessions are being delivered to promote best practice for care providers – these are targeted at managers / deputies and supervisors from local authority and independent sector care providers. Two half day sessions planned for December 2013. • The Service Manager: Specialist Services has arranged to meet with the reviewing team to provide a briefing session on DoLS and links to reviews early in early 2014 - this may highlight some specific additional training needs. • DoLS procedure - guidance for staff due to be reviewed January 2014.
	<ul style="list-style-type: none"> • Health assessments and health care for looked after children. • Education assessment and support for looked after children. • Ensure timely and effective statutory reviews for looked after children. 	<ul style="list-style-type: none"> • The three areas of performance were affected due to staff vacating dedicated posts and poor responses to recruitment. All staff are now in post and performance is improving. A new suite of outcomes in relation to educational attainment will be developed in order to recognise the breadth educational attainment of looked after children (not purely qualification results)

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Capacity		
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<ul style="list-style-type: none"> • Corporate approach to service planning and development • Partnership and collaborative working • Development of outcome focussed performance management 	<p>Staff sickness levels</p>	<ul style="list-style-type: none"> • Within Children and Family Services, a range of initiatives have been implemented to actively monitor and manage sickness absence and in response there has been an increase in the number of staff referred to case conference and health management panel. • Sickness absence has been a key part of the recent staff communication days in Adult & Business Services. There is now a standing monthly item on the ABSLTS (Senior Leadership Team) agenda to scrutinise sickness absence and how it is being managed within teams. Absence levels over last 4 months (Aug – Nov 2013) are lower than previous 4 months (Apr – Jul 2013), hopefully signalling the beginning of a new downward trend. We also expect one of the benefits of agile working will be to enable people to manage their work/life balance more effectively, which in turn we expect to have a positive impact in terms of reducing sickness absence. • Corporately, we are currently reviewing the sickness absence policies and procedures to align them with the capability procedures. These changes, once agreed, will ensure that sickness absence issues are highlighted much earlier than is currently the case, and will enable managers to take more effective action at an earlier stage.

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Providing Direction		
Areas of progress	Areas for improvement	How we are responding
<ul style="list-style-type: none"> • Clear and consistent leadership and direction 	<p>Succession planning for the post of statutory Director of Social Services</p>	<ul style="list-style-type: none"> • The recruitment process is currently underway for a new Director of Social Services. The final decision is expected to be made at the County Council meeting on 3rd December 2013. This should provide for an effective handover to the new postholder.