
Report to: Housing, Health and Care Committee

Date of Meeting: 23 August 2012

Subject: Social Service Performance Report

Report by: Head of Social Services

1.0 Purpose

- 1.1. This report is provided to update committee on key areas of performance in Social Services during 2011/12 and quarter 1 of 2012/2013. The performance indicators are linked to the Corporate Priorities and are attached as appendix 1.
- 1.2. A Performance Framework and service specific performance forums are established across Social Services. The service specific forums will report to a service wide performance forum which is responsible for driving forward improvement work. This work will in turn be subject to objective scrutiny both within and external to the Council.
- 1.3. In addition this report will highlight service activity since April 2012, detailing achievements, opportunities and challenges facing the service.

2.0 Recommendations

- 2.1. It is recommended that the Committee notes this report, and provides comment and challenges as appropriate.

3.0 Considerations

Service Activity - Key Issues

- 3.1. Considerable improvement work is being undertaken. This has been made the highest priority in Child Care services, and a committee report containing improvement actions and progress will be discussed later on the agenda. Service Managers are currently developing proposals for a structure, which addresses capacity, performance and resource issues across the Shared Service. In the first instance the service implemented a unified management structure for both Residential Child Care and Through Care and After Care in early May. In addition there is a focus on establishing a second long term team in order to strengthen capacity for working with Looked after Children.
- 3.2. The long-term area of the Child Care Service structure continues to be analysed and proposals will be taken to the Shared Service Programme Board in the first instance prior to coming forward for formal approval. An Interim Service Manager appointment in Child Care has been made in Clackmannanshire in order to drive

forward the improvement work in the long term team on the back of the outcome of the independent review. In addition, an appointment to a second Team Leader post has been made and the service is in the process of recruiting 2 additional social workers. The activity generated by the response to the review has been unsettling for staff and there is currently a specific focus on stabilising the service and driving forward the improvement plan. The service has however been able to utilise support from the strategy team to review all pending cases and has established a panel to review all open cases.

- 3.3. Clackmannanshire has appointed a social worker from a pool of internal candidates to undertake child protection investigation work at the Public Protection Unit in Larbert. However, demand at the Hub in Larbert remains high and prior to transferring Clackmannanshire Child Protection work over, the service is taking forward a capacity review of the Child Protection, short term and locality functions to ensure that the workforce is sufficient and properly configured in order to take forward all statutory and voluntary functions. Protocols for service delivery are already agreed with community teams and education services and the necessary IT systems are in place at Larbert. Health, education and police staff are co-located in this office. GIRFEC (Getting it Right for Every Child) assessment process will assist in improving outcomes for children and young people and ensuring comprehensive information is available to support decision-making.
- 3.4. In Community Care, the Re-Shaping Older People's Care Change Fund Plans including carers support proposals have received positive feedback from the Scottish Government and the partnership will continue to progress the various work streams. The feedback will be shared with the Partnership Board and CHP sub Committee. On a Forth Valley basis work is being taken forward on the development of a Joint Commissioning Strategy. A workshop has been held to focus on this and there continues to be active engagement with independent and third sector partners.
- 3.5. The Strategy Service, Criminal Justice and Assessment and Care management have all commenced with the use of the Public Service Improvement Framework as a tool for self-evaluation. This is already proving to be a valuable opportunity to develop a shared understanding across the teams of our key objectives, areas of strength and areas for improvement.
- 3.6. The Strategy Service are leading on the development and planning to support the implementation of Self Directed Support across Clackmannanshire and Stirling. An awareness-raising event has been held to support the development of a common understanding of the implications of Self Directed Support for wider services. Proposals for establishing the necessary framework and the recruitment of a programme manager to drive forward implementation have been agreed.
- 3.7. Criminal Justice Services Community Payback Services are contributing to the refurbishment of sports facilities. This is being taken forward in partnership with colleagues in facilities Management and is being funded through the cashback-funding stream.

Performance

- 3.8. Appendix 1 provides an overview of progress against targets for performance indicators and actions contained in the Social Services Business Plan.
- 3.9. These new performance measures have only been agreed for the 2012-2013 Business Plan and therefore trend information cannot be provided in some cases.

- 3.10. These performance measures have been agreed in line with Clackmannanshire Council's corporate priority outcomes and in accordance with the priorities for Social Services. Both quantitative and qualitative measures are included.
- 3.11. The priorities and Social Services specific performance indicators have been agreed across Social Services and reflect the work that has been progressed to agree shared service standards and to agree a common approach to self-evaluation and service improvement. This is part of a corporate process.
- 3.12. Information about progress against specific measures is included for a number of areas. However, qualitative information such as that gathered through surveys of service users and carers is not available for this report but will be collated on an annual basis brought to the Housing, Health and Care committee in future.
- 3.13. A staff survey was used across Social Services staff and information is included about the results of this survey against the relevant performance measures. It is positive to note that 77% of staff members, who responded to the staff survey, said that they were satisfied with their job and that 65% of those staff say senior managers demonstrate strong and consistent leadership skills. It is noted that further developments are required to ensure that the annual appraisal system is meaningful and helps staff members to improve the way that they do their jobs.
- 3.14. Accurate and up to date recording of information has been identified as an area for improvement. For example, it has been identified that children on the Child Protection Register were visited in adherence with the required time scales but that this information was not fully recorded on the case management system. Focused improvement activity is planned to ensure that front-line staff have the appropriate resources and fully understand their roles and responsibilities in relation to recording information accurately and timeously.

Achievements

- 3.15. The new Delayed Discharges target of zero delays at 4 weeks was met for the April census and the service has continued to be on track with this indicator.
- 3.16. Clackmannanshire Council, Mental Health Services are a See Me pledge holder and the service has focussed on decreasing stigma and raising awareness of mental health issues. As a result See me are using the Integrated Mental Health Service as an example of good practice and on Tuesday 29th May, Becky Duff from See Me and a cameraman came to Carsebridge to film the service for this purpose.
- 3.17. A Review of its services undertaken in conjunction with neighbouring councils and the area MAPPA Coordinator demonstrate good partnership working and the findings emanating from the review evidence the advances in its implementation with performance measures clearly showing a high level of compliance in a number of key areas.
- 3.18. Criminal Justice unpaid work activity continues to grow significantly and daily updates on activity are now noted on the Council Face Book page.
- 3.19. The Scottish Government Minister Aileen Campbell visited Woodside on 29 May in order to hear about the very good work that takes place there to provide a safe, stable and secure home for the young people who live there. The visit went very well with the young people being able to use the opportunity to let the minister have their views.
- 3.20. In terms of opportunities and challenges shared service with Stirling remains a very high profile issue for the service. A staff survey was distributed across the Shared

Service in April and the outcome has been shared with staff. This will assist in ensuring communication and engagement with the workforce is given a very high priority. Issues raised the survey are being fed into the Delivery Strategy and associated plans. The demand on management in terms of responding to two Governance structures while driving forward integration and maintaining operational service delivery is considerable and should not be underestimated. The Shared Service management team has recently moved to Lime Tree House along with the associated administrative support.

- 3.21 In order to maintain momentum on the Shared Service agenda an Away Day for the Senior Management Team took place in July and a follow up day is currently being planned for the Service Management Team for August. The focus is on reviewing progress and updating the Delivery Strategy, which will be shared with Members and Senior colleagues over the autumn. The work will also be the basis of feedback to staff, which will be taken forward as a series of engagement sessions in October/November.
- 3.22 Criminal Justice Services, Community Care and Strategy Services are working up proposals for shared services across Stirling and Clackmannanshire. Child Care Resourcing have implemented a joint management structure for Residential Child Care and Through Care/After Care. These initiatives were discussed with Trade Unions and there is ongoing dialogue around the integration agenda .
- 3.23 Positive developments in the child care services progress in taking forward the HUB recruitment and developments and the implementation of a newly designed early years service with key partner agencies. The Early Years redesign is progressing well and moving towards a new services being in place by August with agreements concluded for the integration of Health Visitor post and Psychologist posts into new service. In addition, the service has embarked on a training programme for the implementation of the GIRFEC Integrated Assessment Framework in August. The clear challenge however for Child Care is implementing the recommendations of the Independent Review and supporting staff in taking these forward.
- 3.24 The Prison Based Social Work Unit at Glenochil Prison has extended its staffing compliment to accommodate the transfer of over 370 registered sex offenders, predominately from Peterhead Prison. This inclusion has already substantially increased and refocused the workload of the social work unit within the prison around the challenging areas of risk assessment and preparation for release. A Service Level Agreement is in the process of being drafted and will reflect the agreed workload parameters of the Prison based social work team.
- 3.25 The Consultation response on the Integration of Health and Social has generated intense activity over the summer. The implications of integrating these services and associated budgets under 1 jointly accountable officer are far reaching as the community care budget accounts for around 10% of Council expenditure.

4.0 Sustainability Implications

- 4.1 This report is for information only and serves to highlight service activity and challenges.

5.0 Resource Implications

5.1 Financial Details

- 5.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4 *Staffing*

6.0 Exempt Reports

6.1 Is this report exempt? No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No

This report is for information only. No policy changes or changes to service provided are recommended.

9.0 Legality

9.0 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices please state "none"

Appendix 1. Social Services Business Plan 2012-13 Progress Report

11.0 Background Papers


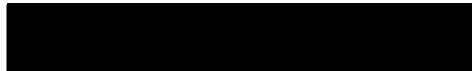
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) Yes

Social Services 2012-2013 Business Plan

Author(s)

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Approved by

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APPENDIX 1

Social Services Business Plan 2012-13 Progress Report

KEY TO SYMBOLS

Action Expected Outcome		PI Status		PI Short Term Trends	
	Complete within target		Performance is worse than target and outwith tolerance		Improving
	Complete outwith target		Performance is worse than target but within tolerance		No Change
	Fail to complete		Performance is meeting or exceeding target		Getting Worse
	See Latest Note for Action		See Latest Note for PI		

1 HIGH LEVEL SUMMARY

Our communities are more cohesive and inclusive								
PIs		0		0		0		5
Actions		0		0		2		0

Our communities are safer								
PIs		0		1		0		4
Actions		0		0		1		0

Vulnerable people and families are supported								
PIs		1		2		4		0
Actions		0		0		1		0



Health is improving and health inequalities are reducing								
PIs		0		0		2		1
Actions		0		0		1		0

The Council is effective, efficient and recognised for excellence								
PIs		1		0		7		2
Actions		1		0		6		0

Corporate Priority Outcome


2 Our communities are more cohesive and inclusive


Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
SOS CUS 009	% of customers very or fairly satisfied with the way the service handled any problems		2012/13	75%			New annual measure, 2012/13 figure will be reported at year end. Service user survey currently being organised. There was no survey done 11/12 during transition to shared services. This question was not asked in previous service user surveys.
SOS CUS 010	% of service users surveyed who report being treated with dignity and respect		2012/13	90%			New Annual measure, 2012/13 figure will be reported at year end. Service user survey currently being organised. There was no survey done 11/12 during transition to shared services. Baseline figure for 2010/2011 is 75%.
SOS IBP 006	% Service users who consider the service easy to access		2012/13	60%			New annual measure, 2012/13 figure will be reported at year end. Service user survey currently being organised. There was no survey done 11/12 during transition to shared services. This question was not included in previous surveys.
SOS IBP 007	% of case files audited where there is evidence of service user involvement in their care at the review stage		2012/13	80%			New annual measure, 2012/13 figure will be reported at year end. An audit schedule has been established and will be complete by March 2013. There was no comprehensive audit schedule undertaken previously across the whole of the service.
SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision		2012/13	80%			New annual measure, 2012/13 figure will be reported at year end. An audit schedule has been established and will be complete by March 2013. There was no comprehensive audit schedule undertaken previously across the whole of the service.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SOS SSS 001	Review and redesign of Learning Disability Services	31-Mar-2013	<div style="width: 20%; background-color: #4F81BD; height: 15px; display: inline-block;"></div> 20%		Steering group established. Stirling focus at present.
SOS SSS 002	Develop a strategy for the implementation of new Self Directed Support legislation.	31-Dec-2012	<div style="width: 40%; background-color: #4F81BD; height: 15px; display: inline-block;"></div> 40%		Programme Manager recruited, steering group established, work-streams developed, benchmarking work commenced.

Corporate Priority Outcome




4 Our communities are safer



Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
ADP CJS 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date		2012/13	80%	82.5%		2012/13 annual measure will be reported at year end.
CHC CPR 029	This indicator monitors the percentage of children who are on the Child Protection Register who have been visited within the last seven days and seen.	100%	Q1 2012/13	100%	Not previously measured		New measure. All children had been visited in accordance with the requirements. An audit of the recording of these visits on the system, however, has established that the recording does not reflect all of the activity completed. There is a recognised requirement to improve the validity of the records and ensure that all staff members are recording information accurately. A focussed improvement event is being arranged in August 2012 in collaboration with Business Support staff to ensure that business processes are clear, understood and that monitoring arrangements are in place to address any variations in recording. This will be monitored through performance forums in the service.
SOS CUS 004	% of customers who felt that the information they received was accurate and helpful		2012/13	60%			New annual measure, 2012/13 figure will be reported at year end. Service user survey currently being organised. There was no survey done 11/12 during transition to Shared Services. This question was not asked in previous service user surveys.
SOS CUS 005	% of customers very or fairly satisfied with being able to deal directly with someone who could help them		2012/13	70%			New annual measure, 2012/13 figure will be reported at year end. Service user survey currently being organised. There was no survey done 11/12 during transition to Shared Services. This question was not asked in previous service user surveys.
SOS CUS 006	% service users surveyed who feel safer as a result of social services involvement		2012/13	75%			New annual measure, service user survey currently being organised. There was no survey done 11/12 during transition to Shared Services. This question was asked in previous service user surveys, the baseline figure for 2010/2011 is 71.4%.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SOS SSS 010	Extend and develop Integrated Child Protection Services	31-Dec-2012	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">60%</div>		Development of HUB has led to shared processes but needs to work more systematically and be embedded into practice across children's services.



Corporate Priority Outcome
5 Vulnerable people and families are supported

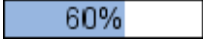

Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
ADC ADA 018	% case conferences that happen as result of Adult Protection referral	19.4%	Q1 2012/13	0%	Not previously measured		New measure, it is calculated by dividing the number of initial case conferences by the number of investigations in each quarter. The ratio of case conferences to investigation will vary depending on the outcomes of risk assessment and measures to mitigate risk of harm. It has been identified that Clackmannanshire Council have a relatively low ratio of case conferences to investigations compared with other Authorities in the Forth Valley area. Work has been taken forward to ensure a more consistent approach to thresholds and risk management.
ADC ADA 019	% of Adult Protection IRD/planning meetings held within 24 hours of referral being made	75%	Q1 2012/13	70%	Not previously measured		New measure, it is calculated by dividing the number of Initial Referral Discussions/Planning Meetings by the number of referrals. Clackmannanshire has reported a higher rate of IRD/planning meetings to investigations when compared with other Local Authorities in the Forth Valley area. This is indicative of a robust approach to following identification of an adult who may be at risk of harm.
CHC CPR 078	This indicator monitors the percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month.	84%	Q1 2012/13	75%	Not previously measured		New measure. Q1 figure - better than annual target
CHC LAC 05d	% of looked after children who	85%	Q1 2012/13	90%	Not previously		Q1 figure. Tender recently completed that provides

Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
	remain in their communities				measured		intensive support, enabling children to remain at home whenever possible. Wider capacity planning work under way to inform commissioning intentions.
CHC SCR 002	Proportion of children seen by a supervising officer within 15 working days		2012/13	100%	100%		Workers use the time after the Hearing for a discussion about when they will next see the young person and what they will be taking forward with them. This would apply particularly if the initial visit could not be arranged for some time. 2012/13 figure will be reported at year end.
CHC SCR 006	This indicator shows how well the Council is meeting the national standard time for submitting social background reports to the Children's Reporter, which is 20 working days.	0%	Q1 2012/13	75%	60%		Q1 figure - 5 reports in total and none within timescale. (11/12 baseline 60%). No 2010/11 data reported so no short trend. There is a recognised need to improve the timeliness of reports. This is being addressed through improvement activity in the child care service and the recruitment of additional staffing in key risk areas.
SOS IBP 009	% Social Services assessments completed within timescale	77%	Q1 2012/13	80%	78%		Q1 Adult Community Care Assessments 80%, Criminal Justice Social Enquiry reports submitted within timescales 96%, Child Protection case conference reports within timescales 55% (May12). Short trend is improving (2010/11 figure is 71%).




Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SOS SSS 012	Finalise and begin to implement an action plan following on from the recommendations made in the independent child care review	31-Aug-2012			Report presented to Special Council. To be updated further with progress and will be distributed to staff.





Corporate Priority Outcome
7 Health is improving and health inequalities are reducing


Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
ADC ADA 006	Delayed hospital discharges over 6 weeks	0	Q1 2012/13	0	0		
ADC ADA 01a	% of people aged 65 and over with intensive care needs receiving services at home	42%	Q1 2012/13	40%	43%		Q1 figure. Improving short trend (2010/11 figure is 36%).
SOS CUS 007	% service users surveyed who report maintained or increased independence as a result of intervention		2012/13	75%			Annual measure, service user survey currently being organised and 2012/13 figures will be reported at the year end. There was no survey done 11/12 during transition to shared services. Baseline figure for 2010/2011 is 75%.







Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SOS SSS 011	Progress the change fund partnership work streams to develop the Re-shaping Older Peoples Care agenda.	31-Mar-2013			Strong infrastructure, support team in place, high level of partnership working established.

Corporate Priority Outcome
9 The Council is effective, efficient and recognised for excellence

Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
ACC BUV SOS	Projected variance as % of actual budget	-0.22%	Q1 2012/13	0%	-6.66%		Target is plus or minus 2.5%.
GOV SAB SOS	Social Services service sickness absence level	4.80%	Q1 2012/13	5.00%	4.80%		Short trend is improving (10/11 figure is 5.30%).
SOS CUS 001	Number of complaints		2012/13	0	5		Annual measure and reported through the Social Services Complaints officer annual report to committee. 2012/13 figure will be reported at year

Covalent Ref.	PI Description	Current Value	Current Value Period	2012-13 Target	2011/12		Latest Note
					Value	Short Trend	
							end. Short trend figure is improving (10/11 is 3). This is due to awareness raising activities and improvements in complaints recording systems.
SOS CUS 002	Achieve and maintain level of Care Commission evaluation scores of 4 and above (of those evaluated) across Social Services residential and day services		2012/13	100%	100%		Annual measure, 2012/13 data will be reported at year end. No inspectorate reports have been published yet for 2012/2013, some data anticipated in Q2.
SOS CUS 008	% of customers very or fairly satisfied with the overall service they receive		2012/13	65%			Annual measure, service user survey currently being organised. There was no survey done 11/12 during transition to shared services. This question was not asked in previous surveys.
SOS LAG 002	% of staff who say they are satisfied with their job	77%	2012/13	70%	73%		Annual Social Services staff survey complete. Staff satisfaction has continued to rise from 57 % in 2010/2011.
SOS LAG 003	% of staff who feel that the annual appraisal system helps them improve the way they do their job	42%	2012/13	60%			New measure. Annual Social Services staff survey complete. As part of work that is already in progress across Social Services to review and align supervision procedures, the use of annual appraisal systems will be evaluated to ensure that this is meaningful and outcomes focused, supporting staff members to improve the way that they do their jobs.
SOS LAG 004	% staff with current pdp/prd		2012/13	100%	63%		Annual measure, 2012/13 figure will be reported at year end.
SOS LAG 011	% of staff who say senior manager demonstrates strong and consistent leadership skills	65%	2012/13	55%	60.3%		Annual social services staff survey complete. This measure has continued to improve since the 2010 baseline of 46%.
SOS LAG 027	% staff who feel they have the ability to improve the service their team provides	66%	2012/13	65%			New Measure - annual social services staff survey complete.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SOS SSS 003	Review the first year of the shared social service and update the delivery strategy taking into	31-Oct-2012	<div style="border: 1px solid black; padding: 2px; display: inline-block;">45%</div>		Changes made to Delivery Strategy following senior management development day, it will be further updated on senior managers day in August, then will incorporate the views

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
	account staff feedback at staff engagement events and the outcome of the PSIF evaluations.				of the Programme Board.
SOS SSS 004	Review and redesign of children's services to focus on early intervention and prevention.	31-Dec-2012	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">20%</div>		Early years steering group established. Recruitment underway in partnership with NHS and other service areas. Service model has been developed, staff have been identified and staff development is underway.
SOS SSS 005	Develop and implement improvement action plans following on from Care Inspectorate reports	31-Mar-2013	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">55%</div>		Strategy service collating and monitoring all improvement plans across the service, prioritising those that require external scrutiny.
SOS SSS 006	Establish a set of shared Key Performance Indicators to be reported across both Councils via Covalent	31-Jul-2012	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">75%</div>		Performance framework in place. Service specific performance forums established. Agreed core set of indicators.
SOS SSS 007	Work with partner organisations to develop a Forth Valley Joint Commissioning Strategy for Older People.	31-Mar-2013	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">58%</div>		Technical work-stream underway, data being collated. National guidance on commissioning requirements. Structure provided by JIT. Need to work through with FV colleagues and benchmark with Falkirk to ensure like for like.
SOS SSS 008	Achieve Customer Service Excellence Accreditation in Clackmannanshire for Adult Care and Criminal Justice	31-Aug-2012	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">90%</div>		Pre-assessment taken place and preparatory work. Assessment imminent
SOS SSS 009	Communicate the progress of the shared Social Service and the 2013 Delivery Strategy with staff.	31-Dec-2012	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;">80%</div>		Staff engagement events completed, staff engagement strategy completed, staff survey completed. Further engagement events planned for Autumn 2012.

