
Report to: **Housing, Health and Care Committee**

Date of Meeting: 22 August 2013

Subject: **End Of Year 2012/2013 Social Services Performance Report**

Report by: **Assistant Head of Service Adult Care, Strategy and Performance**

1.0 Purpose

- 1.1 The purpose of this report is to update committee on Social Services' performance for the period 2012-2013.
- 1.2 The narrative report provides evidence on the progress on the key priority areas as set out in the 2012-2013 Social Services Business Plan.
- 1.3 The report on the performance indicators evidences Social Services' contribution to Clackmannanshire Council's Corporate Priorities. A full year report on each of the targets, including available trend information, is provided as an appendix.

2.0 Recommendations

- 2.1 It is recommended that the Housing, Health and Care Committee notes this report and provides comment and challenge as appropriate.

3.0 Considerations

Senior Management

- 3.1 The level of activity within the Service has been considerable, with a busy national and local agenda. From a national perspective, Social Services is experiencing a period of unprecedented change. These changes impact significantly on strategic and operational requirements. This includes the introduction of the Children and Young People (Scotland) Bill (2013), legislation for the integration of adult health and social care services, proposals for the redesign of community justice services and the Social Care (Self-directed support) (Scotland) Act 2013. At a local level, substantial progress has been made in progressing Shared Services with moves towards greater integration and alignment of policies, systems and management arrangements.
- 3.2 In this context, the Management Team have identified key priorities clearly focussed on working in partnership to improve outcomes with an emphasis on prevention, early

intervention and supporting people to be as independent as possible. The vision for the Service was set out in the 2012-2013 Business Plan. This provides a clear direction of travel and supports the alignment of strategic priorities with the allocation of resources, linked to an established performance management framework.

- 3.3 The Management team have placed strong focus on continuous improvement over the period 2012-2013. Performance reporting arrangements have been revisited to support a common approach across both local authority areas, where progress can be clearly measured. The Service has employed creative approaches to engage with and fully utilise the knowledge and skills of front-line staff and managers in improvement activities. This has included use of the Public Service Improvement Framework to support self-evaluation. Learning from these activities is being used to inform service specific plans.
- 3.4 2012 -2013 has seen changes in the Management Team. An additional Assistant Head of Service was recruited on a temporary basis for child care services. This has brought additional expertise and a strong focus on improving front line practice. A permanent appointment to the post of Service Manager (Childcare Clackmannanshire Locality) was made at the end of December 2012.

Childcare Services

- 3.5 Work on implementing the transitional childcare plan has been a particular focus. This has however been set within the wider context of developments across childcare services. Progress on the plan has been reported to each Housing, Health and Care Committee. With the introduction of new staffing and the assistance and support of partners, there is evidence of tangible improvements in the areas of workforce development, GIRFEC implementation, and practice governance and caseload management. The Care Inspectorate have identified that there is no longer a requirement for monthly scrutiny and now receive reports on progress in line with standard Link Inspectorate meetings.
- 3.6 In Child Protection, there was been significant investment in improvement activity focusing on the process from initial referral to Case Conference. There was very positive engagement from front line practitioners, managers and administration staff. The work identified workforce development, practice and process requirements to support adherence to national guidelines and best practice requirements. Key actions have already been progressed in response to this work and clear timescales are in place for all actions to be completed.
- 3.7 A supported self-evaluation of services to protect children was completed in conjunction with the Care Inspectorate across Clackmannanshire and Stirling Council areas. This work was conducted in conjunction with NHS Forth Valley, Central Police Service and Education Services. The Inspectors commented on the strong support from all the partner agencies for the evaluation exercise. The reports produced identified areas of good practice and some areas for further development. Action plans are being developed based on the findings.

Re-Shaping Older People's Care

- 3.8 Reshaping Older People's Care (ROPC) agenda has been a significant priority for adult care services. The Service recognises the requirement to develop sustainable services in the context of growing demographic pressures and increased financial stringency. A joint commissioning strategy for older people has been developed. This sets out an overarching strategy and presents a delivery plan for the next three years. This work was progressed through the ROPC Partnership Steering group, involving colleagues from NHS Forth Valley, the third and independent sectors, ensuring links with the community planning processes. Consultation has taken place across localities involving older people to support this development.

- 3.9 The Joint Improvement Team has provided very positive feedback on the joint commissioning strategy, commenting on the progress made around capacity planning and financial modelling. It is recognised that further work is required to progress operational redesign, taking into account the growing evidence of budgetary pressure. There will be a requirement to identify areas of disinvestment together with partner agencies, with the clear commitment to support people to remain in their own homes wherever possible.

Outcome Focussed Services

- 3.10 Progress has been made in relation to developing a local strategy for the delivery of more personalised, outcomes focussed services and supports in line with the Scottish Government's Self Directed Support Strategy and Self Directed Support legislation. Four workstreams are in place across Clackmannanshire and Stirling to support the whole systems changes that are necessary to deliver on the strategy: (1) Promoting Outcomes (Practice Development), (2) Finance, Processes Systems, (3) Commissioning and Provider Engagement, (4) Quality Assurance and Performance Management. The Councils hosted an event for provider agencies in February 2013, which attracted considerable interest.

4.0 Service Achievements

- 4.1 There continues to be regular engagement with the Care Inspectorate. This has been consistently positive and constructive. Significant progress has been evidenced in relation to improving communication across the Service and the Care Inspectorate have advised that they are satisfied with progress to date.
- 4.2 The standard of registered services provided by Social Services exceeded their target for 2012-2013. 94% of Social Services registered provision was graded good or better by Care Inspectorate over 2012-2013. Scottish Government Minister, Aileen Campbell, visited a local service graded as excellent across all assessed areas since 2008, in May 2013. The visit went very well with the young people being able to use the opportunity to speak with the minister about their views.
- 4.3 A Performance Framework and service specific performance forums are now well established across Social Services. The service specific forums report to a service wide performance forum which is responsible for driving forward improvement work. Performance is scrutinised through a range of tools including balanced scorecards, audits and, service plans.
- 4.4 The ruptured gas main in November 2012 near Fishcross required an immediate response from Social Services. On the first evening of the leak the Service helped compile a multi-agency vulnerable persons list amounting to over 400 properties. All of these were visited by 11am the next day. Social Services staff also made a significant contribution to the staffing of Tillicoultry Community Centre and the associated co-ordination of support to vulnerable households.
- 4.5 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. Criminal Justice unpaid work activity continues to grow significantly with positive feedback from local communities
- 4.6 Adult care services and criminal justice services worked hard over 2012-2013 to attain Customer Service Excellence Awards for the first time. Clackmannanshire Integrated Mental Health Service was nominated for a National Award.

5.0 Staff Engagement

- 5.1 As part of an ongoing programme of staff engagement, ten staff events were held in November – December, 2012. The programme for each session included a presentation by and questions to the Senior Management Team, together with group discussion. 246 staff attended the events, 130 of whom were Clacks employees. Within each session there was a demonstrable commitment from staff to improving practice and outcomes for services users. *The one thing that keeps us going – we are here for service users.* A number of common themes and recommendations for improvement emerged within the sessions including the need for consistency across Social Services. It was noted that communication across the shared service and with external agencies could be improved. Following on from this, regular staff bulletins have been issued by the Acting Head of Service to ensure that all staff members receive the same information at the same time.

6.0 Performance

- 6.1 Appendix 1 provides an overview of 2012-2013 progress against targets for performance indicators and actions contained in the Social Services Business Plan.
- 6.2 These new performance measures provide both qualitative and quantitative data and include the perceptions of stakeholders. The measures are seen to offer a more holistic and accurate view on progress although this means that trend information cannot be provided in all cases.
- 6.3 The service met many targets around service users satisfaction with 91% of those who responded reporting very or fairly satisfied with the overall service they receive from Social Services. Service Users questionnaires at present are only across a sample of people who use adult services but work is ongoing to include children's views (in the meantime this is monitored through the Corporate Parenting Steering Group). This is also supported by the developing outcomes framework in children's services supported by Barnardo's.
- 6.4 The Service recognises that considerable works need to be done to sustain progress and make further improvements. Focus is on the redesign of services, the involvement and development of staff and the development of commissioning strategies across all care groups. In child care services, the implementation of a single case management system will provide increased efficiency and functionality to support improved recording, information sharing and performance management arrangements.

7.0 Sustainability Implications

- 7.1 This report is chiefly for information and serves to highlight service actions over 12/13. It is also hoped that it offers a reflection on service performance over the previous year to balance the recent focus on difficulties, however substantial. In receiving this information committee are informed of the service approach and can influence the direction of required further intervention as appropriate.

8.0 Resource Implications

8.1 *Financial Details*

- 8.2 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 ✓

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

8.4 Staffing - no implications.

9.0 Exempt Reports

9.1 Is this report exempt? No

10.0 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)

11.0 Equalities Impact

11.1 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.

12.0 Legality

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

13.0 Appendices

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

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

14.0 Background Papers


- 14.1 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 & 2013-2014 Business Plans

Author(s)






NAME	DESIGNATION	TEL NO / EXTENSION
Christine Sutton	Service Manager - Strategy	01259 225031











Approved by

NAME	DESIGNATION	SIGNATURE
Jane Menzies	Assistant Head of Social Services, Adult Care, Strategy & Performance	
Elaine McPherson	Chief Executive	









APPENDIX 1









Guide to symbols used in this report









ACTIONS	
Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed









PIs					
Status		Short Term Trends (1 year)		Long Term Trends (3 years)	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				









Summary of service performance by corporate priority outcome¹

Our communities are safer								
PIs		0		1		3		0
Actions		1		0		0		0

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

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

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

The council is effective, efficient and recognised for excellence								
PIs		3		2		5		0
Actions		0		0		2		5

¹ This summary does not include data information only indicators of which there are two.

2 Our communities are more cohesive and inclusive

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS CUS 009	% of customers very or fairly satisfied with the way the service handled any problems	n/a	n/a	84%	75%				New annual measure for 12/13 (this question was not asked in previous service user surveys). Survey undertaken in February 2013, across a random sample of Adult Care clients. The service hopes to include age appropriate children's views next year. The % target was increased to 85% (13/14) and 90 (14/15) following results from survey.	Jane Menzies
SOS IBP 007	% of case files audited where there is evidence of service user involvement in their care at the at review stage	n/a	n/a	100%	80%				New annual measure for 12/13. An audit schedule has been established because there was no comprehensive audit process undertaken previously across the whole of the service. Work is ongoing to embed this into operational management practice. The % target was increased to 100% (13/14) and (14/15) following results from audit.	Jane Menzies
SOS CUS 010	% service users surveyed who report being treated with dignity and respect.	75%	n/a	90%	90%				A considerable increase on the 10/11 baseline. Service user survey undertaken February 2013. There was no survey done 11/12 during transition to shared services. The % target has been increased to 95% for 14/15.	Jane Menzies
SOS IBP 008	% of case files audited where there is evidence of regular review of care or supervision	n/a	n/a	100%	80%				New annual measure for 12/13 and the audit identified good working practices within the files chosen.	Jane Menzies
SOS IBP 006	% Service users who consider the service easy to access	n/a	n/a	69%	60%				The results reflect well on the adult service which also achieved Customer Services Excellence accreditation in 12/13. This was a new annual measure because this question was not included in previous surveys. The service user survey was undertaken in February 2013, and there was no survey done 11/12 during transition to shared services. The % targets were reviewed to 70% (13/14) and 75% (14/15) following results from surveys.	Jane Menzies

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 001	Review and redesign of Learning Disability Services	31-Mar-2014	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		This action has been taken forward from a shared service's perspective as part of the business plan and the focus of the work has been in Stirling. The learning disability service in Clackmannanshire has been subject to review and redesign. Reviews commenced of individuals to ensure that care and support is focussed on those with the most substantial levels of need and is designed to promote independence. It should be noted that this work was planned to continue into 2013/14 with the first phase of review work due for completion in 2012/13. This is on schedule. Planned work to identify options for service redesign. Agreed additional resources to support this in Stirling Council area. Report to be produced by July 2013.
SOS SSS 002	Develop a strategy for the implementation of new Self Directed Support legislation.	28-Mar-2013	<div style="width: 65%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 65%		Providers event took place in February 2013. Substantial work progressed to develop assessment and care management tools that are outcome focussed. Planned improvement work to support an outcomes focussed pathway. Providers reference group established. Project officer recruitment completed.

5 Vulnerable people and families are supported

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS CUS 004	% of customers who felt that the information they received was accurate and helpful	74%	n/a	80%	60%				The results reflect well on the adult service which also achieved Customer Services Excellence accreditation in 12/13. This was a new annual measure because this question was not included in previous surveys. The service user survey was undertaken in February 2013, and there was no survey done 11/12 during transition to shared services. The % target was increased following results from surveys.	Jane Menzies
SOS CUS 005	% of customers very or fairly satisfied with being able to deal directly with someone who could help them	n/a	n/a	81%	70%				The results reflect well on the adult service which also achieved Customer Services Excellence accreditation in 12/13. This was a new annual measure because this question was not included in previous surveys. The service user survey was undertaken in February 2013, and there was no survey done 11/12 during transition to shared services. The % target was increased following results from the survey.	Jane Menzies
CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	100%	100%	80%	100%				The way this measure is calculated was changed in 12/13, to challenge practice and recording issues. It is anticipated that performance on this measure will improve through 2013/14 with the recruitment and consolidation of new staff to the child care service,	John Scott

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
									and associated improvement activity.	
CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	n/a	n/a	80%	75%				New measure for 12/13, which demonstrates staff are working in partnership to discuss the ongoing needs of vulnerable children.	John Scott
CHC SCR 006	Social Background Reports submitted to the Children's Reporter within 20 working days	60%	59%	44%	75%				It is anticipated that performance on this measure will improve through 2013/14 with the recruitment and consolidation of new staff to the child care service, and associated improvement activity. 13/14 Q1 59%	John Scott
ADC ADA 018	% of Adult Support and Protection investigations that have an outcome of an initial case conference (ICC)	n/a	19.4%	55.6%	n/a	Data only			Adult Support and Protection (ASP) referrals include Vulnerable Person Reports (VPRs) from Police. Many VPRs, and referrals from other sources, on screening do not progress to an ASP Inquiry. This % accounts for 13 case conferences for 12/13. The ICC rate per 1000 population (age 16+) is the lowest in Forth Valley (0.24) compared to the Forth Valley rate (0.28).	Jane Menzies
SOS CUS 007	% service users surveyed who report maintained or increased independence as a result of intervention	75%	n/a	86%	70%				Annual measure, service user survey undertaken February 2013. The % targets have been reviewed in the 2013-2014 business plan and ambitious targets have been agreed following results from surveys. There was no survey done 11/12 during transition to shared services.	Jane Menzies
CHC LAC 05d	Percentage of looked after children who remain in their communities	n/a	88%	82%	90%				This indicator relates to a geographic community and includes those looked after 'at home', 'related care', 'foster care provided by LA', and 'LA residential unit'. Capacity within the service to be increased which will have a positive impact on this indicator by ensuring an increase in early intervention work. Recruitment activity in place.	John Scott

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
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			Action plan shared with Social Services front line staff and feedback from them used to inform implementation. Work now in progress to implement recommendations.

4 Our communities are safer

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS CUS 006	% of service users surveyed who feel safer as a result of social services involvement	71.5%	n/a	88%	75%				Service user survey undertaken February 2013. The % targets have been reviewed in the 2013-2014 business plan to ensure more ambitious targets following results from surveys. There was no survey done 11/12 during transition to Shared Services.	Jane Menzies
ADP CJS 001	% of Criminal Justice reviews of high risk offenders that took place by scheduled date	65%	82.5%	100%	80%				This indicator reflects the good practice undertaken by the service. The target has been made more challenging in 13/14 and 14/15.	John Scott
CHC CPR 029	Children on the child protection register visited weekly and seen	n/a	n/a	100%	100%				This is a new measure for 12/13. There have been issues with the gathering of this data and the accurate recording of this data by workers is being checked at regular intervals by managers. A new management system has been procured with a work programme in place to complete the preparatory work needed for implementation.	John Scott
ADC ADA 019	% of Adult Protection IRD/planning meetings held within 24 hours of referral	n/a	n/a	66%	70%				Work is ongoing with colleagues in IT to revise the recording of Initial Referral Discussions (IRD), Discussions, Inquiries, Case Conferences. Work is also ongoing re: implementation of revised procedures in Clackmannanshire Council.	Jane Menzies

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 010	Extend and develop Integrated Child Protection Services	31-Jul-2013			Focussed improvement events involved front-lined practitioners, managers, business support and strategy staff conducting detailed work on the process from initial referral to case conference. Action plan developed and is in process of being implemented. Child Protection Procedures re-written. It is planned that staffing arrangements will be finalised in August 2013.

7 Health is improving and health inequalities are reducing

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
ADC ADA 01a	% of people aged 65 and over with intensive care needs receiving services at home	36%	43%	42%	40%				There are slight variations across the last three years in the percentage of people with intensive care needs supported at home. However there is an overall increase over the last 3 years. It is important to note that as the services are working together to maximise independence, where possible, for people with intensive needs, it is anticipated that the number of hours provided will be reduced for some individuals	Jane Menzies
ADC ADA 006	Delayed hospital discharges over 6 weeks	0	0	0	0				Social Services have continued to work closely with partners to ensure that the delayed discharge target remains at zero.	Jane Menzies















Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 011	Progress the change fund partnership work streams to develop the Re-shaping Older Peoples Care agenda.	31-Mar-2013			Joint Commissioning Strategy completed. Consultation planned across Stirling and Clackmannanshire localities to inform action planning. Completed.

9 The Council is effective, efficient and recognised for excellence

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS CUS 008	% of customers very or fairly satisfied with the overall service they receive	n/a	n/a	91%	65%				Annual measure, service user survey undertaken February 2013. The % targets have been reviewed in the 2013-2014 business plan and ambitious targets have been agreed following results from surveys. There was no survey done 11/12 during transition to shared services. This question was not asked in previous surveys.	Jane Menzies
SOS CUS 001	Number of complaints	3	5	3	n/a	Data only			stage 2 complaints 1 child-care (Quality of service), 2 adult care (Quality of service). upheld and recommendations made for revision of practice and procedures.	Jane Menzies

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SOS LAG 027	% staff who feel they have the ability to improve the service their team provides.	61.9%	n/a	55%	65%				The use of service plans and individual staff development plans will be used to support staff to recognise how they can be involved in improvement activity. A number of initiatives are underway to engage front line staff and managers directly in improvement activity in all service areas.	Val de Souza
SOS CUS 002	% Social Services who achieve Care Inspectorate evaluation scores of 4 and above across residential and day services	n/a	100%	94%	90%				Action plans are in place for each registered service.	Jane Menzies
SAP S01 SOS	% of staff who say they are satisfied with their job	57%	73%	67.5%	60%				This information is obtained from the corporate staff survey and compares favourably with the Council average for all staff of 67.7%.	Val de Souza
SOS LAG 003	% of staff who feel that the annual appraisal system helps them improve the way they do their job	31%	n/a	54%	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. This figure is a rise on the 10/11 baseline of 31%. There was no survey undertaken 11/12 due to transition to shared services.	Val de Souza
SAP S14 SOS	% of staff who say senior management demonstrate strong and consistent leadership skills	46%	60.3%	38.2%	55%				This information is obtained from the corporate staff survey and the average for all staff throughout Clackmannanshire Council was 40.7%.	Val de Souza
GOV SAB SOS	% Staff sickness absence throughout social services	5.30%	4.80%	5.47%	5%				The Service recognises that there is a need for vigilance to ensure that all staff have access to appropriate support in line with the supporting attendance policies. Front line managers in Clackmannanshire Council due to attend corporate briefings to support implementation of policies.	Val de Souza
ACC BUV SOS	Projected variance as % of actual budget	-3.27%	-6.66%	+0.88%	+/- 2.5%				Year end budget was within acceptable tolerances.	Val de Souza
SOS LAG 004	% staff with current prd	n/a	63%	49%	100%				The number of PRDs undertaken have improved since last year, as at July 13 <ul style="list-style-type: none"> ▪ 81% Criminal Justice Service ▪ 47% Child Care ▪ 43% Adult Care 	Val de Souza
SOS IBP 009	Social Services Assessments completed within timescale	71%	78%	71%	70%				Child protection reports on time 12/13 Q1 54%, Q2 28%, Q3 33% Q4 48%. It is anticipated that performance on this measure will improve through	Jane Menzies/ John Scott

Covalent Code	KPI	2010/1	2011/1	2012/1	2012/1	2012/1	1 Year Trend	3 Year Trend	Full year update	Lead
		1	2	3	3	3				
		Value	Value	Value	Target	Status				
									2013/14 with the recruitment and consolidation of new staff to the child care service, and associated improvement activity. Criminal Justice Service Social Enquiry Reports to court in agreed timescale: 12/13 Q1 96%, Q2 97.5%, Q3 97.5% Q4 96%. Adult Community Care Assessments 12/13 Q1 80%, Q2 80%, Q3 78% Q4 78%.	

Covalent Ref.	Action	Due Date	Progress	Status	Full year update
SOS SSS 003	Review the first year of the shared social service and update the delivery strategy taking into account staff feedback at staff engagement events and the outcome of the PSIF evaluations.	31-Jan-2013	 100%		Complete - delivery strategy has been approved by both Councils.
SOS SSS 004	Review and redesign of children's services to focus on early intervention and prevention.	31-Mar-2013	 90%		Early Years Collaborative has progressed to support this. Significant progress has been made in implementing GIRFEC processes in collaboration with partners. Further work required to ensure commissioning of services is focussed on early intervention and prevention.
SOS SSS 005	Develop and implement improvement action plans following on from Care Inspectorate reports	31-Aug-2013	 80%		Three out of five recommendations from service wide scrutiny signed off by Care Inspectorate and substantial work completed on the other two recommendations. A full review of all plans was completed and there was a concern that plans were sitting a distance from services with inadequate scrutiny. To this end the strategy was amended to foster individual accountability and service development plans were created. This will be implemented imminently in August 13.
SOS SSS 006	Establish a set of shared Key Performance Indicators to be reported across both Councils via Covalent	31-Oct-2012	 100%		Clackmannanshire Council performance indicators in place in accordance with business plan. Now completed.
SOS SSS 007	Work with partner organisations to develop a Forth Valley Joint Commissioning Strategy for Older People.	31-Mar-2013	 100%		Completed. Positive comments now received on the strategy.
SOS SSS 008	Achieve Customer Service Excellence Accreditation in Clackmannanshire for Adult Care and Criminal Justice	31-Aug-2012	 100%		Assessment completed and accreditation achieved
SOS SSS 009	Communicate the progress of the shared Social Service and the 2013 Delivery Strategy with staff.	31-Dec-2012	 100%		Staff events took place in October and November 2012 to provide information about current status/progress. Regular bulletins also being issued by Acting Head of Service. It is recognised that communication requires to be consistent and specific to the needs of the individual staff groups. Action completed and engagement strategy in place to support ongoing delivery.