



HEALTH SOCIAL CARE & WELL-BEING SCRUTINY COMMITTEE - 6TH FEBRUARY 2018

SUBJECT: YEAR END PERFORMANCE REPORT FOR SOCIAL SERVICES

REPORT BY: CORPORATE DIRECTOR, SOCIAL SERVICES

1. PURPOSE OF REPORT

- 1.1 To provide Members with a performance update for Social Services. This involves taking a look back over the last twelve months of our performance highlighting the exceptions and then looking forward i.e. future challenges, setting out our key objectives/priorities for the next twelve months, identifying areas for improvement.

2. SUMMARY

- 2.1 Overall 2016/17 offered a positive year in terms of service performance. However, a number of future challenges have been identified, the greatest being the need to balance increasing demands and rising public expectations against reducing budgets. Whilst challenging, the service area is relatively well placed to respond to them.

3. LINKS TO STRATEGY

- 3.1 Statutory Guidance on the Role and Accountabilities of the Director of Social Services (Welsh Government, June 2009).
- 3.2 The Well-Being of Future Generations (Wales) Act 2015 places a number of legal duties on public bodies in Wales to meet the legally binding 'common purpose' for 7 national Well-being goals.

4. THE REPORT

- 4.1 A summary is provided for each service area of Social Services below.

4.2 Adult Services

4.2.1 Overview

The following table provides a summary of the key performance measures for Adult Services:-

Key PIs	2016/17		Comments
	Target	Result	
The percentage of adult protection enquiries completed within 7 days	90	92.46	Good performance
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6	2.86	Good performance maintained, this remains a priority
The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	28% Welsh average	25.42	It is not appropriate to set a target, as this is data linked to individual outcomes. Caerphilly's reablement is not a targeted model, we would look to maximise independence in all cases
The percentage of adults who completed a period of reablement and have NO package of care and support 6 months later	72.3% Welsh average	75.48	As above
The average length of time adults (aged 65 or over) are supported in residential care homes	800 days Welsh average	125.50	This is data, WG were unable to decide what good looked like. We would view this as positive in terms of keeping people in their own homes for as long as possible.
Average age of adults entering residential care homes	82.8 Welsh average	83.77	This is fact not a PI admission depends on individual assessment
The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	67.7% Welsh average	94.74	WG cannot advise what good looks like hence no target set, figure could be viewed positively or negatively in terms of people were given right advise and didn't return or returned because they knew where to come and actually come back with a different issue. Also this only records people who contact us by telephone and we are trying to increase use of web site etc.

4.2.2 What Went Well

- a) All registered services have been inspected by CSSIW, inspections were all unannounced.

All the reports for the above inspections were positive and although they identified areas for further development as opposed to areas of non-compliance, they all recognised the good progress being made across service areas. All reports are available to view on the Inspectorate web site <http://cssiw.org.uk/our-reports/?lang=en>

In addition Dementia Care Matters have audited two of our care homes in respect of Butterfly status which has been maintained.

CSSIW visited to find out more about our Adult safeguarding arrangements and concluded them to be robust.

A joint Inspection was undertaken between CSSIW and Health Inspectorate Wales (HIW) of Community Mental Health Services, overall feedback was positive and recognised we continue to work with our health colleagues to develop the services we provide to promote people's mental health and emotional well-being.

- b) During 2016/17, the Directorate received 193 Stage 1 complaints. 76 (39%) related to Adult Services The Directorate received 1 request for Adult Services to progress a complaint to Stage 2 formal investigation. The complaint consisted of 6 elements, 2 of which were upheld and 4 were not.
- c) Within Adult Services, where people require a face to face assessment from our Assessment Care Management Teams, we look to keep the person at the centre, developing outcome focused care plans which service providers can use to develop personal plans which reflect the individuals choices and preferences moving away from time and task based activities.

In our residential homes we have been working on individual service plans called "This is me". These plans are developed over time as staff get to know the residents and reflect the individual person.

- d) We continue to make use of our assessment beds which are located in Ty Clyd and Ty Iscoed residential homes. These beds help to prevent people going to hospital unnecessarily and enable them to be discharged in a timely manner.
- e) During the year we have focused on identifying and developing services for carers to support them in their caring role. We held a series of events during carers week, we listened to what carers told us, developed social media sites and focused on day events.
- f) We have increased the number of people who see themselves as carers by over 50% from 360 to 546 and we undertook an additional 82 carers assessments in 2016/17.
- g) We recognise that people don't want to be in hospital for any longer than necessary. We have therefore increased the number of domiciliary care providers on our framework to enable us to arrange more packages of care so people can be discharged home as soon as they are well enough.

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over in the borough was 2.86% per 1000 population.

- h) The Council has 6 in house residential care homes all of which have adopted the Dementia Care Matters approach.

Two of our homes, Brodawel and Ty Iscoed, have achieved 'butterfly status' which is the nationally recognised mark of good practice.

All our homes are registered with CSSIW. All participated in a garden and Christmas decoration competitions and are championing the 'Pimp Up My Zimmer' campaign to reduce the number of falls that occur in long term care One home participated in the WAST pilot using the I stumble tool when people fall to determine if they need a paramedic. This was very successful and will be rolled out to all our homes in April 2018.

- i) In 2016/17, the Community Connectors received 322 referrals, 84% of which were resolved for people in terms of them being able to do “what matters to them”.

The Community Connectors have developed a database of activities taking place in local areas so they are able to signpost or take people to clubs and activities that interest them, such as ‘knit and natter’, art classes, craft groups, men’s sheds and luncheon clubs.

- j) Within Adult Services, we continued to recruit more carers to our Shared Lives Scheme to enable us to offer more choice and increase the number of placements we are able to offer in family homes to all client groups. We also made funding available to allow adaptations to people’s homes, such as ramps and showers to allow people to remain independent.
- k) We have been working with our partners to refresh of the Learning Disabilities Strategy as a result people clearly told us where they lived was very important to them. They wanted independence with some support. Taking on board this message we started the development of a series of flats in Ashfield Road which will enable people to have their own front door but with targeted support when needed. We hope people will be moving in in the new year.

4.2.3 Future Challenges/Risks & Areas for improvement

- a) Managing demand in terms of demographics and the increase in population particularly children coming through transition, increased number of older people and carers who are themselves older people. This will challenge us in terms of managing budgets for domiciliary care and long term placements.
- b) The increase in complexity of peoples needs means development of more bespoke services to meet outcomes whilst ensuring we embed the what matters conversation.
- c) Welsh Government drivers of integration and pooled budgets will require partnership working across Local Authorities and the Health Board to achieve good outcomes for the citizens of Caerphilly.
- d) Lack of capacity in the domiciliary care market is a key risk in terms of us being able to provide packages of care in a timely manner to meet people’s outcomes.
- e) WCCIS the new integrated care system needs to be embedded and developed to enable us to share information, and report accurately on performance.
- f) Given the pressure of the health services maintaining good performance in relation to discharging people safely from hospital remains a challenge and a priority in this time of austerity.

4.3 Children’s Services

4.3.1 Overview

The following table provides a summary of the key performance measures for Children’s Services: -

Key PIs	2016/17		Comments
	Target	Result	
The percentage of assessments completed for children within statutory timescales	90.8% Welsh average	95.12%	Above average performance
The percentage of children supported to remain living within their family at 31 March	69.2% Welsh average	72.90%	Above average performance and particularly significant in the context of the overall increase in demand
The percentage of looked after children returned home from care during the year	13.6% Welsh average	12.88%	
The percentage of re-registration of children on local authority Child Protection Registers (CPR)	6.3% Welsh average	5.05%	Reduction in the number of children's names placed on the child protection register
The average length of time for all children who were on the CPR during the year (days)	245 Welsh average	291.09	Individual case circumstances impact on this indicator and mean it is difficult to use comparators
Percentage of children achieving the core subject indicator at Key Stage 2	56.50% Welsh average	58.90%	Improved performance reported
Percentage of children achieving the core subject indicator at Key Stage 4	14.2% Welsh average	15.49%	Improved performance reported
The percentage of children seen by a registered dentist within 3 months of becoming looked after	59.4% Welsh average	43.86%	Negotiations with the Health Board are ongoing in relation to the commissioning of adequate dental services
The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	91.7% Welsh average	100%	
The percentage of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	12.7% Welsh average	11.11%	Increase in number of children moving schools in line with their care plan and educational needs and there has been an increase in the number of school age children Looked After.
The percentage of looked after children on 31 March who have had three or more placements during the year	9.8% Welsh average	12.60%	This reflects a small cohort of children and young people with extremely challenging behaviours resulting in multiple placement breakdowns.
The percentage of all care leavers who are in education, training or employment at 12 months after leaving care	52.4% Welsh average	65.96%	Above average performance
The percentage of all care leavers who are in education, training or employment at 24 months after leaving care	47.1% Welsh average	51.35%	Above average performance

The percentage of care leavers who have experienced homelessness during the year	10.6% Welsh average	11.30%	The reliance on the use of B&B accommodation and the overall number of nights has reduced significantly
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4.3.2 What Went Well

- a) Inspections undertaken by CSSIW in Children's Services during 2016/17 included:
- The National Review of Care Planning for Children and Young People subject to Public Law Outline Pre-proceedings. The fieldwork was completed in July 2016 and the National Report was published in December 2016.
 - Unannounced Inspection of Ty Ni completed in December 2016 and reported in January 2017.
All the reports for the above inspections were positive and although they identify areas for further development as opposed to areas of non compliance, they all recognise the good progress being made across the service areas. All reports are available on the Inspectorate web site
- b) During 2016/17, the Directorate received 193 Stage 1 complaints. 110 or 57% related to Children's Services. Of these, 2 complaints progressed to Stage 2. One was a historical complaint and was found to be upheld and the second was not upheld.
- c) A Gwent wide Attachment Trauma Service has been established in conjunction with ABUHB, offering advice, consultation and training to social work teams with the aim of supporting children and young people to remain living at home or remain in stable foster placements.
- d) Through the use of Welsh Government grant funding, a Clinical Psychologist has been appointed to the Team Around the Family (TAF) service called Supporting Family Change. Additional Welsh Government grant funding was announced during the year to expand 'edge of care' services and building on the already successful Immediate Response Team plans are in place to increase the team to include Senior Practitioners and a Clinical Psychologist.
- e) In addition, the Council approved an invest to save proposal to develop an Intensive Therapeutic Fostering Service in Caerphilly using the MIST model developed in Torfaen. The contract tender process was concluded in the spring and the service became fully operational from September. Caerphilly MIST is supporting the most challenging Looked After Children and young people to prevent placement breakdown and prevent the need for children to be placed in high cost residential provision outside the County Borough.
- f) Within the Council, responsibility for children's, adults and education safeguarding all lie within Children's Services. Although discrete service areas, they are all managed by one Service Manager and capacity and resilience has been improved as a result. Decisions are made on all referrals within 24 hours ensuring full compliance with statutory procedures.
- g) Child Sexual Exploitation (CSE), highlighted nationally through the Independent Inquiry into CSE in Rotherham (1997-2013), has continued to be a priority across Children's Services. We have established a lead role within the Independent Reviewing Officer's Team. This lead officer chairs all the strategy meetings in relation to CSE and oversees the completion of the SERAF assessments undertaken on children and young people deemed to be at risk of CSE.

- h) During 2016/17, a new trainee scheme called Progress has been implemented across the Council. Working in partnership with local Training Providers the scheme offers Looked After children and young people Leaving Care work experience opportunities which can lead to formal apprenticeships. Caerphilly has a proven track record of supporting young people into further and higher education and a number of Care Leavers have gained Degree's and a few have been supported to achieve Doctorates.
- i) A key priority for the Division is the recruitment of foster carers in order to meet the needs of children and young people. A radio recruitment campaign was commissioned earlier in the year which has already resulted in 8 additional assessments being undertaken.
- j) The workloads in Children's Services have increased significantly during 2016/17 particularly in cases involved in court proceedings resulting in increasing numbers of children becoming Looked After. This has put additional pressure on budgets and although we are working hard to prevent children coming into care we have to acknowledge the relationship between levels of poverty within the Borough and deprivation, abuse and neglect.
- k) Other key performance information includes the following:
 - 99% of initial Child Protection Conferences were carried out within statutory timescales
 - 99% of all Child Protection Reviews were carried out in timescale
 - 100% of children on the Child Protection Register have an allocated Social Worker
 - 100% of Looked After Children have an allocated Social Worker
 - Attendance levels for LAC in primary and secondary school are 96% and 92% respectively, well above the target set by the Council.
 - 100% of Looked After Children have a plan for permanence in place by the time of their second LAC Review (within 4 months of becoming Looked After).
 - 100% of young people Leaving Care have an allocated worker to support them and we keep in touch with 100% of our Care Leavers up to the age of 21 years.

4.3.3 Future Challenges/Risks & Areas for improvement

- a) Managing the increasing demand on services is a significant challenge. The number of Looked After Children in Caerphilly has increased by over 100 and the resultant placement costs means Children's Services are overspending. One individual court ordered placement has an annual cost of £858k alone.
- b) The increase of 100 LAC equates to the caseloads of at least four Social Workers and one Independent Reviewing Officer. Reports will be going to CMT and Cabinet in due course.
- c) Caerphilly's salary scales for Qualified Social Workers and Senior Practitioners are the lowest in the Gwent region and as a result Children's Services is struggling to recruit staff to an increasing number of vacancies particularly in the frontline Locality Teams. This position will need to be addressed in 2018.
- d) Similarly, the remuneration rates for Foster Carers in Caerphilly are the lowest in the region, and in the bottom quartile for Wales. Foster Carer Fees are being reviewed and a report will need to be presented to Cabinet in 2018. Foster Carer recruitment is a key priority for the Service but can be hampered by the level of remuneration.
- e) In response to one particularly challenging young person and the need for a highly specialised placement we are developing a bespoke provision within the Borough and this will become fully operational early in 2018/19.

- f) In response to consultation with young people Leaving Care, we propose to seek Cabinet and Council approval to exempt Care Leavers from Council Tax up to the age of 24 years in order to support them to achieve independence.

4.4 Public Protection

4.4.1 Overview

The following table provides a summary of the key performance measures for Public Protection: -

Key PIs	2016/17		Q2 2017/18	Comments
	Target	Result	Result	
Overall client satisfaction receipt of a very good survey result for Registrars	95.00%	96%	*	*Annual survey
Number of under age test purchases undertaken for Alcohol Purchases	50.00	35	15	Test purchase operations rely on a number of factors, notably authorisation under the Regulation of Investigatory Powers Act. The process is heavily controlled and must be supported by intelligence that the premises being tested has sold alcohol to children in the past. Approval is required from the Head of Service, scrutiny from Legal Services, and finally, approval from the Courts.
The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	100%	100%	93%	
The percentage of food establishments which are broadly compliant with food hygiene standards	85%	95%	94%	
The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Health and Safety	100%	100%	91%	
The percentage of businesses that were liable to a programmed inspection that were inspected for the Pollution Prevention and Control Act 1999.	100%	100%	100%	

The percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected or subject to alternative enforcement activity for Trading Standards.	100%	100%	100%	
The percentage of significant breaches that were rectified by intervention for Trading Standards.	100%	86%	73%	
The percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected or subject to alternative enforcement activity for Animal Health	100%	86%	100%	
The percentage of significant breaches that were rectified by intervention for Animal Health.	100%	74%	91%	
Primary Free Meals Uptake %	70%	73%	70%	APSE bench marking data only exists for all meal uptake which includes free and paid meals the UK average is 49%. Combining Caerphilly results in these areas indicate we are performing at 52% uptake.
Primary Paid Meals Uptake %	32%	36%	32%	
Secondary Free Meals Uptake %	64%	65%	64%	The UK average for secondary free meal uptake is currently 66%.
Secondary Paid Meal Uptake %	45%	46%	45%	The UK average for secondary paid meal uptake is currently 44%.
Response rates to Pest and Straying Animal Control service requests.	99%	99.1%	95.8%	
Number of fixed penalty notices issued for litter.	No target	174	79	
Number of fixed penalty notices issued for Dog Fouling	No target.	48	13	
Number of prosecutions for fly tipping.	No target	7	2	
Total Number of Community Safety Wardens visits to hotspot locations within Caerphilly County Borough.	4400	6094	2296	

ASB Drop-off rate between strike 1 and 4 intervention stage of the ASB process	99%	99.71%	98.00%	Throughout 2016/17 the following number of interventions were carried out: Strike 1 – 354 Strike 2 – 96 Strike 3 – 41 Strike 4 – 1
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4.4.2 What Went Well

- a) The Caerphilly Registration Service is meeting statutory standards. Following the Caerphilly 2016/17 Annual Performance Report the Home Office Compliance Officer wrote:

“It is pleasing to note the high level of service achieved by the local authority during the past year. In particular, I note that you are exceeding the national targets for appointment waiting times and in the timely registration of births and deaths. Overall, this is an excellent achievement.”
- b) The CCTV service has maintained its National Security Inspectorate accreditation Silver Award and the Surveillance Camera Commissioner accreditation. Stakeholder feedback is obtained via the annual Privacy Impact Assessments and a public survey was carried out in summer 2016 in the main town centre areas of the county borough when 98% were in favour of monitoring continuing in their area.
- c) Our Catering Service benchmarking data highlights that we are above the National average for primary and secondary school meal uptake. We have achieved the Silver Investors In People award for Excellence and Estyn, WLGA and EHO inspection have highlighted good service levels achieved across all sectors.
- d) In 2016/17 the Street Trading Policy and Fitness Criteria for licensed drivers polices were reviewed and a new overarching policy for licensed drivers was introduced bringing all requirements into one specific document. The Licensing Service also worked in partnership with Gwent Police Safeguarding specialists offering free training to the taxi trade. This is now being expanded to cover licensed premises, late night takeaways, hotels and street traders. The customer satisfaction survey in 2016/17 concluded that 94 % of licensees were very or fairly satisfied with the overall level of service provided by Licensing and 90% felt that the officer that dealt with them was courteous, helpful and had good communication skills.
- e) During 2016/17 Trading Standards concluded investigations into illegal activities resulting in 21 cases being brought to Court. A total of £23,500 fines were imposed, costs awarded of £20,000 and, importantly, offenders were ordered to pay £10,000 compensation to their victims. In the more serious cases defendants were ordered to carry out 400 hours of unpaid work, had penalty points on their driving licences, and in one case, received a driving ban. Three other offenders narrowly escaped going to prison, between them getting a total of 18 months suspended prison sentences. Officers also assisted residents of the borough with consumer complaints about goods and services they had purchased to a value of £1.5 million. 97.5% of customers of the consumer advice and intervention service were either very or fairly satisfied with the service provided.
- f) In 2016/17 100% of inspections of high risk premises for Food Hygiene and for Food Standards were completed. There is only one national performance indicator for Food Hygiene and this is the percentage of broadly compliant premises; 95% of Caerphilly food businesses were broadly complaint in 2016/17, with Caerphilly sitting 8th in Wales. The Food Standards Agency audited the Caerphilly Food Law Enforcement

Services in January 2016, reporting in January 2017. The report identified six key strengths and four areas for improvement. An action plan was developed to address the areas for improvement which were actioned.

- g) We have expectations in respect of equalities and Welsh Language across our services. We are taking steps to establish language preference of our service users. Information packs and leaflets are also available in different languages. We have developed guidance leaflets in 7 languages to support Food Business Operators to comply with the law, for example. We have Welsh speakers available for all aspects of the Registration service as well as a British Sign Language support officer for hearing or speech impaired people. The Licensing service has engaged with the taxi trade via the new Taxi Newsletter on equality related issues highlighting wheel chair accessible vehicle requirements and providing advice on the transportation of assistance Dogs. A number of prosecutions have also been taken by Trading Standards against drivers that refused to take assistance dogs.
- h) As part of the ongoing initiative to raise awareness in areas identified as being of significant flood risk in the Council's Flood Risk Management Strategy and Plan, in collaboration with our partners in the Natural Resources Wales, Emergency Planning has undertaken a campaign of raising flood awareness in communities across the County Borough Area. The process involves making the public aware of the flood risk in their locality to enable them to understand the nature of the risk and for them to take personal ownership for their actions during a flood event. This work has already proved beneficial with Community Flood Groups established and plans produced for the communities of Ynysddu, Llanbradach and the Nant Twynyrharris area of Ystrad Mynach.

4.4.3 Future Challenges/Risks & Areas for improvement

- a) Inevitably financial pressures will feature in any consideration of future challenges impacting on staffing levels and diminishing resilience across the service. Priorities will need to be re-evaluated to determine our core purpose and stakeholder expectations carefully managed.
- b) A number of areas for improvement have been identified in relation to our use of ICT and digital solutions. A process is on-going to update the database in use across Public Protection which would greatly improve data collation, recording, sharing and analysis and communication across the Service, and enhance our mobile working capabilities. We are also commencing a pilot to introduce IT systems into our school kitchen sites. The CCTV service will be expanding use of the Public Sector Broadband Aggregation network in two further areas in order to save money on line rentals in future years. The CCTV service also intends introducing call recording into the control room for calls in 2018 which enables staff training and provides a record in cases of disputes and complaints.
- c) Other digital solutions are also being explored such as the digitalisation of or on line access to the Disclosure and Barring Service (DBS) checks undertaken by the Licensing Authority for the taxi and private hire trade. The speed at which the On-line process can be undertaken can significantly curtail processing time for applications, which will result in benefits for the licensing team but also importantly the licensed trade.
- d) It is important that officers and Members of the Licensing Committees who may have to investigate, hear and determine cases where there are Safeguarding and Child Sexual Exploitation concerns are equipped to protect public safety and further training is planned in relation to this. In the summer of 2017 the taxi trade were consulted on an overarching Vehicle Policy and vehicle conditions. The trade have been informed of the results in a taxi newsletter and a meeting will be arranged with them to discuss

the way forward early in 2018. Welsh Government are also consulting on future changes to "Taxi" licensing controls. The service needs to be aware of changes under consideration and likely timescales for implementation when considering changes to our existing conditions and policies.

- e) In terms of workforce planning our analysis has identified some issues in recruiting into some posts in the Catering Service and succession planning in the Trading Standards Service also requires consideration. Our ability to maintain sufficient staff coverage for the CCTV Control Room functions especially in times of staff sickness is also being reviewed.
- f) Delivering satisfactory air quality across the county borough will continue to be a challenge. In particular progressing the Air Quality Action Plan at Hafodyrynys is a priority and it is expected that Welsh Government will formalise their requirements for complying with the EU Air Quality Directive at this location.
- g) The Food Standards Agency's 'Regulating our Future' programme proposes fundamental changes to the way the food industry is regulated. Officers are currently actively engaged in stakeholder events and workstreams in an attempt to influence the way the regulatory landscape will look to ensure that the needs of Welsh consumers are a priority.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The Directorate makes a contribution across the 7 Well-being Goals in the Well-Being of Future Generations (Wales) Act 2015. Performance management is one of 7 core activities that are common to the corporate governance of public bodies where it is considered that applying the requirements of the Act is likely to most effectively secure the type of change required. The role of performance management is to enable progress to be tracked, analysed, and communicated. Applying the five ways of working (the sustainable development principle) contained within the Act we have begun to take a longer term approach in our business planning. We have moved to a 5 year service planning template recognising the need to balance dealing with short term pressures in the context of our priorities for the long term. In seeking and using service user feedback we aim to involve customers in service delivery.

6. EQUALITIES IMPLICATIONS

- 6.1 An Equalities Impact Assessment is not required as the report is for information.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications to this report.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no personnel implications to this report.

9. CONSULTATIONS

- 9.1 This report has been sent to the consultees listed below and all comments received are reflected in this report.

10. RECOMMENDATIONS

- 10.1 The Committee is asked to consider the content of the report and where appropriate question and challenge the performance presented.

11. REASONS FOR THE RECOMMENDATIONS

- 11.1 Performance Management Scrutiny affords members the opportunity to challenge, inform and shape the future performance of services.

12. STATUTORY POWER

- 12.1 Local Government Measure 2009.

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Consultees: Cllr C. Cuss, Cabinet Member for Social Services
Cllr E. Stenner, Cabinet Member for Environment & Public Protection
Ros Roberts, Performance Manager