**AGENDA ITEM 1**

**FALKIRK COUNCIL**

**MINUTE of MEETING of the PERFORMANCE PANEL held in the MUNICIPAL BUILDINGS, FALKIRK on THURSDAY 19 NOVEMBER 2015 at 9.30 AM.**

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| **CORE MEMBERS:** | Stephen Bird<br>Cecil Meiklejohn (convener)<br>Rosie Murray<br>Baillie Joan Paterson<br>Depute Provost John Patrick |
| **MEMBERS ATTENDING:** | David Alexander<br>Jim Blackwood<br>Colin Chalmers<br>Brian McCabe |
| **OFFICERS:** | Steve Bentley, Strategy & Private Sector Manager<br>Fiona Campbell, Head of Policy & IT Improvement<br>Jack Frawley, Committee Services Officer<br>Kenny Gillespie, Property & Asset Manager<br>Rose Mary Glackin, Chief Governance Officer<br>Stuart Ritchie, Director of Corporate & Housing Services<br>Steve Sankey, Revenues Project Manager |

**PP8. MINUTE**

**Decision**

**The minute of the meeting of the Performance Panel held on 1 October 2015 was approved.**

**PP9. PERFORMANCE MANAGEMENT – WAY FORWARD**

The performance panel considered a report by the Director of Corporate & Housing Services outlining proposals to take forward the recommendations made in the Best Value Audit report on Falkirk Council's performance management. The report set out proposals for a workshop with members on performance reporting arrangements. Stuart Ritchie provided an overview of the report.

The panel discussed the proposals for a members' workshop and put forward the view that the event be held in January 2016 in order to maximise attendance.

Members asked how the service would ensure that actions are followed up and delivered on time. In relation to actions raised at the performance panel Stuart Ritchie advised that the Service either responds to the member raising the request directly or the information is included in the next report to the panel. There was then discussion on the use of an action tracker, with reference made to one used at the audit committee. Members were

minded that such a tool would be useful and also considered a more comprehensive report section entitled 'Updates from last panel'.

The panel discussed performance reporting in relation to Falkirk Community Trust (the Trust) and a question was asked on whether such reports would be considered by the panel. Rose Mary Glackin advised that the Trust reported through the Following the Public Pound framework to scrutiny committee (external). Fiona Campbell stated that at the most recent meeting of scrutiny committee (external) changes to the report submitted by the Trust had been requested in order that the most pertinent information is provided. Previously the committee had received the same performance reports as the Trust submitted to its board.

**Decision**

**The performance panel noted:-**

**(i) the specific improvement actions in the Best Value Improvement Plan relating to Performance Management;**

**(ii) that a workshop for Councillors is being organised and is focussed on the areas outlined in section 4 of the report, and**

**(iii) the new style performance report format being prepared by Services.**

## PP10. COPRORATE AND HOUSING PERFORMANCE UPDATE

The performance panel considered a report by the Director of Corporate & Housing Services setting out a summary of performance for the period April to September 2015. The report provided information on key priorities, key areas for improvement, an update from the last meeting, important indicators and engagement with customers. Appended to the report was the Corporate & Housing Services – Performance Panel Statement – April to September 2015. Stuart Ritchie provided an overview of the report highlighting that it was in a remodelled format following discussions between officers and the convener. The format of the report would be subject to further review through the workshop for members on performance reporting.

An overview was also given of the four Improvement Groups that had been set up to look at Future Frontline Service Delivery to Customers, Services to Tenants, Rent Collection and Rent Arrears and the Building Maintenance Division.

The panel discussed the review of depot provision within Building Maintenance and asked for further information. Stuart Ritchie stated that the review was still at an early stage and that this was the first time a single depot solution had been considered. A significant amount of planning would be required to make it work but it would be aided by the move toward mobile and flexible working. He advised that some vehicles could be kept at home by staff overnight and assured members that all these vehicles would be fitted with appropriate tracking devices. Mobile and flexible working would also mean that many staff would not need to attend the depot before commencing work as they could have their lines delivered to their mobile devices rather than needing to physically collect them. Following a question seeking further information on the potential benefits

of this approach, Kenny Gillespie stated that the proposals would result in more effective deployment of staff and better management of appointments.

In response to a question on the cost of the lease of the Winchester depot, Stuart Ritchie advised that it was approximately £40,000 a year.

The panel welcomed the assessment of the Building Maintenance Division undertaken by the Association for Public Service Excellence (APSE) and the workstreams established to take the outcomes from it forward and remarked positively on the benefit of reviewing services proactively from a position of strength rather than when in crisis.

The panel discussed the Service improvement groups in general and asked about member input. Stuart Ritchie stated that the Service would report back on improvements and achievements to the panel and noted that, if successful, members would see the impact of these groups in practice. In relation to the two most recently formed improvement groups he advised that terms of reference would be developed and then submitted to the panel so that members could comment on the direction taken.

Members asked for the anticipated percentage increase to the Housing Revenue Account (HRA) for the next year as a result of new builds and buy backs. Stuart Ritchie stated that he would obtain the indicative information after the meeting and provide it to members.

The panel discussed the process of moving tenancy and raised concern that people could get into arrears at an early stage as their liability for rent commenced immediately which could involve them in double rent payments if their existing tenancy was still in place. Steve Bentley advised that Tenancy Sustainment Officers worked closely with tenants at risk of entering arrears.

There was then discussion on the consistency of approach, members highlighted that people accepting a tenancy for a property which was ready to be moved into immediately compared to those who accepted a property where work was first to be carried out were at a potential disadvantage. Steve Bentley stated that if a property met the void standard then it was ready for a tenancy to commence immediately and that the Service's satisfaction rates showed the process worked well. He stated that the Service was proactive in the allocation process and aimed to get vacant properties occupied again as quickly as possible, however he was happy to look at specific cases brought to this attention where the property was considered not to meet the required standard.

Members asked how the Service would evidence that it was meeting the objectives of Future Frontline Service Delivery to Customers. Fiona Campbell stated that services to customers had been looked at and that work was being undertaken to meet the needs of those customers not visiting one stop shops including hard to reach groups. Significant amounts of information had been gathered on why people were and were not using one stop shops as well as on how they were using services once there. This had provided the Service with a baseline from which it could track progress and measure if a better service was being provided after making changes.

The panel asked what timescales were in place for the delivery of the APSE recommendations. Stuart Ritchie stated that he would provide a copy of the timescales to all members after the meeting.

A question was asked about the APSE recommendation to review of operating costs within Fleet Management to see if the cost per vehicle per annum could be reduced to closer to the average experienced by other authorities; in particular, what was the average cost ? Kenny Gillespie stated that he would provide all members with this information.

The panel asked for information on the target time for completing works on void properties. Steve Bentley advised that the target was 35 days for the whole process and that he would get information on the percentage meeting the target after the meeting.

Members asked what issues could cause delays which make the turnaround take longer than the target timescale. Steve Bentley advised that one cause of delays was that some properties were more challenging to let than others with some going to second and third advertisement. He stated that many properties were turned around well within the 35 day target. Kenny Gillespie stated that some issues were associated with Scottish Housing Quality Standards (SHQS) work where tenants had refused upgrade works when in residence. The Service looked at each void property as it became accessible and carried out works to improve the standards where necessary.

Members discussed voluntary severance within the Building Maintenance Division and asked if some of those who had accepted offers were painters. Kenny Gillespie confirmed that there had been some uptake of voluntary severance from painters in the asset management team. In response to a question on the use of externally tendered painters for one third of the cyclical painterwork to the end of March 2016, Kenny Gillespie stated that a benefit from that approach was establishing an appropriate benchmark for the work as recommended by APSE. The Service would then look at how the work could be taken on within current resources. In relation to cyclical maintenance he advised that modern materials lasting longer than those used previously and other natural efficiencies would benefit the Service.

The panel asked about the format of performance reporting information provided to the public, such as that on the Council's website. Stuart Ritchie stated that the report currently under consideration by members would be published on the website. He advised that the workshop for members would include discussion of what the best style of public performance reporting was. The convener highlighted that public performance reporting had recently been considered at the Scrutiny committee including a presentation on the use of social media and plasma screens at one stop shops.

In response to a question on the availability of service self assessments to members, Stuart Ritchie stated that a report would be submitted to the performance panel by the end of March 2016 on the programme of self assessments and service reviews to be undertaken and thereafter the Panel would receive reports on implementation and progress..

Members asked which area was being considered as the pilot of a hub and spoke model of advice and support services. Fiona Campbell stated that a pilot was being proposed to ensure that the anticipated improvements were achieved before rolling out Council wide. The proposed location of the pilot would be reported to the panel. She advised that evidence gathered through the scrutiny panel on Citizens Advice Bureau services had identified that it was most effective to go to where people already were rather than expect them to attend offices to get services. This was, however, dependent on the services available in a particular area and how they were utilised by the local community.

Stuart Ritchie advised that 85 local shops had entered an agreement to use PayPoint facilities so that people could more conveniently pay their rent and Council tax.

Following a further question on which other authorities had been looked at, Fiona Campbell advised that the approach of a range of authorities had been considered. This had included examination of the services provided by North Lanarkshire Council, Stirling Council, Dundee Council, West Lothian Council and Perth & Kinross Council, all of which had different ways of delivering services. She highlighted that West Lothian Council no longer took payments at their offices and hosted multi-agency facilities through their offices while Stirling and Dundee Councils operated centralised offices. The Service had considered many options to find the best approach for services and customers in Falkirk.

The panel sought information on how any impact on vulnerable groups would be mitigated and asked if equality and poverty impact assessments were being carried out. Fiona Campbell stated that assessments were being undertaken to understand the nature of the impact but that if the right model of service was implemented then access to services and payments would increase through the use of mobile and online methods. She emphasised the particular importance of ensuring that services were available to vulnerable groups and, if any diminution in service was identified for a particular group, the Service would identify what could be done to mitigate against this. She highlighted that 51% of visits to the Council's website were made using a smart phone.

Members discussed the membership of the housing management review group. Steve Bentley stated that tenant feedback was reflected and incorporated through the tenant representative who was supported by the community engagement team to participate fully. He stated that consultation was central to the review. Members then asked if consideration had been given to having two tenants representatives on the group, with one from a rural area and one from an urban area. Steve Bentley stated that the current arrangements were considered to allow for effective contribution from tenants.

Members suggested that a representative from Social Work Adult Services would be a valuable contributor to the group due to the pressures which would be faced from changing older people demographics.

A question was asked to establish how long the work scheduling team pilot would run before being evaluated. Kenny Gillespie stated that the evaluation had begun. A baseline position had been established to measure improvements against. He highlighted that all general maintenance jobs in the pilot area were by appointment with a date and an a.m. or p.m. timeslot provided. Further, staff were now ringing ahead to customers before attending appointments. In response to a subsequent question, Kenny Gillespie advised that the pilot had been carried out with operational staff and had been considered successful by those involved.

The panel asked for an update on the work being carried out in relation to refugees. Stuart Ritchie stated that detailed preparatory work was currently being carried out both within the Council and with community planning partners to ensure that a co-ordinated approach was in place. It was intended to report on this work to Council in December. Members sought clarification on when the Council would be ready to accept refugees to the area. Stuart Ritchie advised that the report to Council in December would seek approval to liaise with the Home Office in early 2016.

Members discussed digital self service and asked what measures were being put in place to ensure that people who wanted to engage with services in person could still do so. Fiona Campbell stated that a review was being undertaken to ensure that appropriate access to services was in place for all including the most vulnerable. She advised that a significant section of the community wanted flexible digital services which could be accessed at their convenience. She confirmed that there required to be a variety of means by which services could be accessed. She stated that currently there was limited flexibility in accessing services and that people had to use one stop shops or phone services and that doing so was at a higher cost to the Council and less convenient for most people.

The panel welcomed the aim of the rent collection & rent arrears improvement group to ensure that the Council's performance is within the top half of Scottish authorities by the end of 2017/18 and asked how this would be achieved. Stuart Ritchie stated that the group would develop an action plan and that this would be submitted to a future meeting of the panel. He advised that the Rent Improvement Plan had been submitted to the Housing Regulator.

Further information on the successes of the mobile and flexible working project in the Building Maintenance Division was sought by the panel. Kenny Gillespie advised that early indications from staff were positive. The project had been brought in to reduce paperwork and, among other things, the impact of lost job lines. Tenants now signed off the job on the mobile device which gave confidence that the work had been completed to a satisfactory standard. Staff time was more effectively utilised and trade unions had seen the introduction of mobile and flexible working solutions as positive.

Members asked how the Service could make low demand housing more attractive. Steve Bentley stated that properties were advertised in Home Spot on a weekly basis and that the new void standard had helped improve these properties. The Service held proactive discussions with potential tenants to encourage uptake of these properties and environmental works had been carried out to improve areas with lower demand.

The panel sought information on why the percentage of housing stock meeting the SHQS had reduced. Kenny Gillespie stated that the Scottish Government had changed how compliance was reported. Previously, in cases where a customer refused works, the property was included in the figures as a pass but that had now been changed to only those properties which fully complied with the standard.

Members asked for information on why the percentage of rent lost through voids was not meeting the target. Steve Bentley advised that there had been an increase in the number of days lost due to an increase in the number of empty properties, with a 10% uplift over the previous year. The panel then asked why there had been such an increase in the number of voids. Steve Bentley stated that this was due to the number of new build and buy back properties which increased the stock and created more voids. While the figure was slightly above average, he advised that this was not felt to be a worrying trend.

In response to a question on the percentage of freedom of information requests being dealt with in 20 working days, Fiona Campbell noted that the Scrutiny Committee had considered a report on the Council's approach to FOI. Rose Mary Glackin stated that the Scottish Information Commissioner produced an annual report giving an overview of performance across Scotland and that no concerns had been raised in relation to Falkirk Council. She advised that where the deadline of 20 working days was not complied with this was most often by only one or two days.

The panel sought further information on progress toward identifying a suitable electronic document and records management system (EDRMS) as this target was shown as being significantly behind target. Stuart Ritchie stated that in the service plan there had been the intention to look at a suitable corporate approach to EDRMS but there was a need to priorotise resources and staff time had required to be focussed on the mobile and flexible working project, as that was business critical. At the current time EDRMS was not business critical but he assured the panel that work would continue in this area.

Members asked how Falkirk compared against other authorities in relation to the performance indicator measuring gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year. Steve Sankey stated that the benchmark was national and that, measured against other authorities, Falkirk performed well. He highlighted that there had been a 1.5% improvement in the figures from the previous year.

The panel asked what reasons were given by owner occupiers who had refused SHQS improvement works. Kenny Gillespie stated that a significant number of people refusing were elderly and that familiarity with, for example, their current heating system was one reason for refusal along with nervousness of using gas and the disruption caused by works. The Service was looking at how to best engage with people who had refused works to explain the benefits to them.

Members asked for further information on absence levels in the Service. Kenny Gillespie stated the Service was working hard to support craft areas to improve absence levels. Following a comment that the levels were quite a way off the benchmark Stuart Ritchie advised that comparing authorities against one another was not comparing like for like as all councils have different absence management policies which have a significant impact on absence levels. He stated that absence was tracked and monitored effectively. The issue was being looked at carefully and the Service was looking at best practice from other authorities.

The panel asked about the development of a housing strategy for older people to meet the needs of an increasingly ageing population and raised that the Service could work more effectively with social work on home adaptations. Kenny Gillespie stated that this area was currently under review. He highlighted that eight third sector organisations had been involved in development of the strategy and that wide consultation had been carried out.

Members sought more information on progress toward meeting the SHQS and asked about the percentage of exemptions and abeyances compared to the total housing stock. Kenny Gillespie advised that in the previous year exemptions were approximately 17% of the stock. He stated that there needed to be a sustained focus of capital spending in this area. In response to a comment that as properties become void the number should reduce, Kenny Gillespie stated that the Service was targeting 89% compliance and that by the end of the financial year performance should be close to that. The Service was being more proactive in promoting the benefits of SHQS work. Following a request from members, Stuart Ritchie confirmed that the new void standard would be circulated to all members.

**Decision**

**The performance panel noted the report.**

**AGENDA ITEM 2**

**FALKIRK COUNCIL**

**Subject:** **CHILDREN'S SERVICES PERFORMANCE UPDATE**
**Meeting:** **PERFORMANCE PANEL**
**Date:** **18 FEBRUARY 2016**
**Author:** **DIRECTOR OF CHILDREN'S SERVICES**

## 1. INTRODUCTION

1.1 This report sets out an executive summary of Children's Services performance for the period April to September 2015 and includes our:

- key priorities;
- key areas for improvement;
- significant challenges, risks and changes in Service pressures since the last Performance Panel update;
- important indicators; and
- engagement with our customers.

1.2 The attached Performance Panel Statement seeks to update Members on progress towards achieving the important actions and indicators drawn from our Service Plan.

## 2. KEY PRIORITIES

2.1 We have set the following key priorities for our Service since the development of the Service in August 2015. These are:

**Priority One: Raising Attainment**
**Priority Two: Improve Outcomes for Children Leaving Care**
**Priority Three: Infrastructure, Capacity and Transformational Change**

2.2 As Officers we continually monitor progress on all of the actions within our Service Plan. We have identified 30 key actions from our Service Performance Plan which ensure the above priorities are met. Progress on each of these is provided in the attached Performance Panel Statement.

## 3. KEY AREAS FOR IMPROVEMENT

3.1 We have identified 9 areas for improvement within the Service. An update on the progress of each Group is provided below:

**Priority One: Raising Attainment**

### 3.2 S4-6 ATTAINMENT DATA

3.2.1 Insight is an online benchmarking tool that went live in September 2014. It is designed to help bring about improvements for pupils in the senior phase (S4 to S6). It is a professional tool for secondary schools and local authorities to identify areas of success and where improvements can be made. The system is updated twice annually, around September for attainment results, and February for school leavers' data.

3.2.2 Prior to 2014, Falkirk Council was one of a small number of local authorities that had a policy of early SQA presentation. The Insight benchmarking data includes attainment gained only during the Senior Phase (S4-S6) and does not take account of results gained in S3. The 2013-14 attainment data reported in the appendix to this report does not take account of any results gained from early presentation, with the result that Falkirk's attainment figures are under-reported. This early presentation will continue to have an effect on Falkirk's attainment figures until the publication of SQA results in August 2017.

3.2.3 SQA results are updated in August each year, school leaver information is published in December and these data sets are amalgamated and published at the end of February. We will therefore report on this at the March Education Executive Committee

## 3.3 RAISING OVERALL ATTAINMENT

3.3.1 Children's Services are committed to improving attainment and recognise that strategic actions to ensure that this happens cannot focus simply on the Senior Phase but on the learners' experiences at all stages from 3-18.

3.3.2 We are reviewing our monitoring and tracking procedures and how we analyse data that includes the outcomes of the annual school improvement meetings.

3.3.3 Collecting and analysing data at school and local authority level helps schools and the centre to identify where there is progress and which practices and interventions are having an impact. At a time of increasingly scarce resources, this analysis also helps to ensure that these resources are directed where they will be most effective.

3.3.4 A series of School Improvement Meetings, led by the Director of Children's Services or the Head of Education, accompanied by officers from the centre and the Convenor of Children's Services, were held with Secondary schools' Head Teachers and Senior Management Teams in October and November 2015. The agenda for these meetings includes SQA analysis, a focus on literacy and numeracy levels, attendance, exclusions, positive destinations, self-evaluation and professional learning, and LAAC attainment.

3.3.5 Areas of good practice which are evidenced through analysis of data and the outcomes of the robust professional dialogue that takes place at school improvement meetings are now being shared within and between schools and clusters. During these meetings, continuing positive trends were noted in attendance, exclusion and positive destination figures across our secondary schools. Schools are continually challenged during School Improvement Meetings to ensure progress in raising attainment for all.

3.3.6 There are areas of very good practice throughout our schools, for example:

1. Early Years, Primary and Secondary teachers and leaders working collaboratively at cluster level to ensure that course content, and the pace and challenge in delivering improvement is raising standards. At points of transition teachers are building

effectively on prior learning. A live example of this relates to a pilot programme relating to Music and PE management and delivery across primary schools. Given that the pilot has only been operating for 18 months we cannot confirm what impact this has had yet on attainment. However what is evident is the impact this is having on pupil progression and transition. The pilot schools are currently reassessing their S1-2 programme as pupils in primary are developing skills and knowledge that would not normally be taught until S1. Some of the schools have highlighted that the future S1-2 cohort will be capable of passing National 3 at the end of S2. Primary pupils have also created greater positive relations with the secondary school staff, helping to build confidence in their move to secondary. This will also impact on more effecting tracking and monitoring from P1 – S6.

2. Work based across clusters to develop a shared understanding of the standards associated with each CfE Level, by moderating standards across primary schools and between primary and secondary sectors.

3. Secondary schools reviewing and revising their Broad General Education course content and teaching & learning methods in S1 to S3 to ensure that pupils at these stages are fully prepared for entry to the Senior Phase (i.e. S4-6).

4. An increasing number of young people progressing to vocational opportunities through working with Forth Valley College. From a percentage of 20.9% in 2013/14, this has risen to 22.8% in 2014/15, which is the largest percentage on record for young people moving on to further education.

5. Falkirk secondary schools have shown significant improvements in English at Higher level with a year on year increase in the A-C pass rate over the past 4 years. In 2015 the Falkirk average A-C pass rate was higher than the national average for the first time since 2002 (by 2%).

There is a need however to ensure that there is consistently good to very good practice within all schools, across all clusters and the authority as a whole.

## 3.4 RAISING ATTAINMENT IN LITERACY AND NUMERACY

3.4.1 Action to raise attainment in literacy and numeracy in primary and secondary schools has resulted from ongoing review of the relevant strategies which includes an analysis of the following:

- CEM standardised test results in Reading and Mathematics in P1,3,5,7 and S2
- reports following validation of schools' self-evaluations
- HMIE reports
- school improvement plans
- volume and nature of requests from schools for support
- feedback from CPD courses

3.4.2 Highly skilled practitioners from schools are currently being identified to support the delivery of a further range of active literacy and numeracy CPD sessions.

3.4.3 Analysis of the latest standardised test data for P1 pupils shows that average P1 scores in Reading and Maths for Falkirk pupils are in line with the Scottish average. However, over the course of P1, pupils living in the most deprived areas made more progress in Reading and Maths than those living in the least deprived areas. This 'value added' element of standardised testing is only available for P1 tests.

3.4.4 For P3, 5, &7 pupils, the latest standardised scores for Reading and Mental Arithmetic are the highest recorded so far for Falkirk Council schools.

3.4.5 The framework of standardised testing in Falkirk Council schools will be changed in session 2017/18 as a result of the National Improvement Framework recently published by the Scottish Government.

## 3.5 REPORTING OF ATTAINMENT OF LOOKED-AFTER CHILDREN

3.5.1 Reporting of attainment of this group presents a number of challenges as outlined below and which make it difficult to identify trends.

3.5.2 These challenges are as follows:

1. Cohorts of children looked after at home (LAAH)/looked after away from home (LAAFH) are very small, with the ability of just one or two children making a significant impact on the overall attainment data.
2. Cohorts change from year to year, thus the attainment of a LAAH/LAAFH cohort in, for example, 2014-5 may be very different from that of 2013-4.
3. The length of time that a child is LAAH/LAAFH varies considerably. A child may be Looked After for only part of a school session, making a correlation between the Looked After status and the child's attainment figure indeterminate.

3.5.3 The latest Scottish Government publication 'Educational Outcomes for Looked After Children' gives local authority level data on the destinations of young people who were looked after from 1 August 2013 to 31 July 2014 and who left school during this period. Out of the 23 authorities for whom data was published, Falkirk ranked 7th for positive destinations on leaving school, and 3rd for sustained positive destinations 9 months after leaving school. This data should be interpreted with caution as only 16 young people were included in this calculation. These small number result in wide variations year on year as outlined above.

3.5.4 To combat these challenges, Falkirk Council Children's Services ensures that a wide range of reliable data in addition to and including attainment data are gathered regarding each individual Looked After child and that this data is shared with all who work with these children.

**Priority Two: Improve Outcomes for Children Leaving Care**

## 3.6 LOOKED AFTER CHILDREN IN COMMUNITY PLACEMENTS

3.6.1 The overall rate per 1000 of children and young people (under 18) of both looked after at home and away from home in Falkirk is lower than the Scottish Average and compares favourably with our comparator Local Authorities. Also, data produced by the

Improvement Service as part of the Local Government Benchmarking Framework for both residential and community placements show that our costs per child week are below the national average and compare favourably with our comparator authorities. (Further detail is provided in the report to Scrutiny Committee, dated 4th February 2016.)

3.62 However, Falkirk has higher proportions of looked after children in ***residential*** placements (16.2%) compared to Scotland as a whole (8.9%), particularly in residential schools (4.4% v 2.5%) and 'other residential' settings such as Care Visions (8.0% v 1.2%). This presents challenges to the Service which require improvements in the areas noted below:

1. Increase the number of kinship placements, where safe to do so, as these will now be incentivised by the payment of age-related allowances to provide equity with foster carers.
2. As an attempt to increase foster carer numbers, Payroll will be asked to include a message in all Council employee payslips in February ahead of the foster carer recruitment campaign in March.
3. The Council contract with external foster carers will be reviewed and revised to negotiate a reduced rate for sibling and long-term placements.

**Priority Three: Infrastructure, Capacity and Transformational Change**

3.7 **BUDGET SAVINGS 2016-17**

- Officers have been very active in considering, evaluating and liaising with Members on budget options and assessing EPIAs for them.
- Officers have also consulted with staff groups on these options.
- Following the Council's Budget Meeting on 17 February, Officers will be tasked to take forward the budget changes that have been agreed and will report on the progress of delivering and implementing them to the Children's Services Senior Leadership Team.

3.8 **REVIEW CAPACITY TO ENSURE INFRASTRUCTURE IS ADEQUATE TO DELIVER EARLY YEARS PROVISION – WITH CSSLT**

- The final early years campus at Bonnybridge Primary School is due to be installed during Summer 2016, which will complete our initial plans to have appropriate early year capacity within each of our 9 Wards.
- A questionnaire is due to be issued to parents and current service users in February 2016, to seek views on how we have extended our early years provision. This will also include reference to 2 year olds.

3.9 **DEVELOP MORE EBUSINESS AND ONLINE SOLUTIONS**

This involves Channel Shift in conjunction with corporate services colleagues in Policy Technology and Improvement in areas of Children's Services, such as online enrolment; placing requests; and online school payments.

- Joint work is being planned with both Audit and the SSTAR Project Team to identify further potential areas for this.

- This will also support the Scottish Government's commitment to reduce bureaucracy within schools.
- On line "e-module" Data Protection training is also being prioritised for all front line staff.

3.10 **EXPAND KINNAIRD PRIMARY PROVISION**

This requires a more permanent solution given demographic pressures:

- Children's and Development Services have worked on submitting a bid for capital funds for this project within the next 3 year capital programme (2016/17 – 2018/19).
- Following the Council's Budget Meeting on 17 February, Officers will take this forward to the planning and design stage if the budget is approved.
- If approved, Children's Services will invite representatives from the Kinnaird PS Parent Council on to the wider design team.

## 4. UPDATE FROM LAST PERFORMANCE PANEL

4.1 There have been a number of significant challenges, risks and changes in Service pressures since our last report to Performance Panel. This section notes some of these:

- The Care Inspectorate has carried out a Joint Inspection of Services for Children in Falkirk and the report will be issued later this year.
- Budget pressures have continued to impact on Children's Services as this service represents a high proportion of the Council's expenditure.
- The implementation of the Children and Young People (Scotland) Act from 1st April 2015 placed new legislative duties on the Service. These are also likely to increase budget pressures.

## 5. IMPORTANT INDICATORS

5.1 Our Service has a suite of indicators that are required for statutory and business related purposes. We have identified 24 important indicators. We have provided information on all of our important indicators in the attached Performance Panel Statement. Indicators that are on target have comparative data for information. Indicators that are significantly below target or slightly below target have additional background information on the progress and improvement actions for each. Some indicators are marked as 'data only' and do not have targets, but these areas of activity impact on other Children's Service areas and so provide important contextual information.

## 6. ENGAGEMENT WITH CUSTOMERS

6.1 Our Service is currently in the process of engaging with our service users on the following:

- consulting children and young people on their experiences and views on being in care or on the child protection register.

- obtaining service user/carer input into recruitment and selection processes where possible in the area of Children's Social Work.
- surveying teachers, pupils and parents views on schools

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**DIRECTOR OF CHILDREN'S SERVICES**

Date: FEBRUARY 2016

Ref:– Children's Services Performance Panel Report – February 2016

Contact Name: Robert Naylor, Ext: 6005

# Children's Services – Performance Panel Statement – April to September 2015

**Key Actions Progress**

- Action is significantly behind target.
- Action is slightly behind target or in danger of not achieving deadline.
- Action is on target.
- Action is completed.
- Data only indicator.

## Key Priorities - Children

### 1. Raising Attainment

| Action | | Progress | Status |
|---|---|---|---|
| 1.1 | Increase the number of young people progressing to vocational opportunities through working with Forth Valley College. | From a percentage of 20.9% in 2014, this has risen to 22.8% in 2014/15, which is the largest percentage on record for young people moving on to further education. A new Opportunities for All Co-ordinator has been appointed, who will take this work forward to continue the positive trend. | |
| 1.2 | Develop a joint Creative Learning Strategy with Falkirk, Stirling and Clackmannanshire. | A small writing team with representatives from the three local authorities and partners will develop a draft plan by the end of March 2016. This will then go out for consultation with a view to completion by June 2016. | |
| 1.3 | Work with practitioners to co-ordinate the creation of a prototype interdisciplinary learning framework | In response to the national Inspection Advice Note 2015-16, this task has been adapted to support establishments in building interdisciplinary learning (IDL) into their whole curriculum framework.<br>To benefit from practitioner collaboration, and reduce workload for all, a Curriculum Support Officer (CSO) and 2 primary depute head teachers designed the Let's Build Deep and Progressive IDL learning sessions for teachers. To date, 36 practitioners from 23 establishments have attended these working sessions. Outcomes so far:<br>1. Positive evaluation feedback from CPD Manager by practitioners involved<br>2. 13 IDL plans have been produced - the CSO will upload these to Falkirk's | |

| Action | | Progress | Status |
|---|---|---|---|
| | | 3. Interdisciplinary Learning Glow Group to make these available to all some practitioners are applying their learning and knowledge in their own establishment to populate a framework specific to their local context , leading to the desired and sustainable aim of cluster co-ordination of frameworks to ensure progression of learning from 3-18 (Tackling Bureaucracy) | |
| 1.4 | Develop a framework to track the progress of children and young people across the broad general education and senior phase in secondary schools | This Action is currently in abeyance following the publication of the National Improvement Framework (NIF). Further national guidance and advice are awaited, specifically regarding the NIF key driver: Assessment of children's progress. | |
| 1.5 | Develop an authority framework for measuring attainment across the Broad General Education. | • This task has been overtaken by Scottish Government's publication of the National Improvement Framework, which, in January 2016, announced the introduction of a standardised testing programme for 2017 for Scotland's schools to supersede the Durham University programme currently used widely.<br>• This new testing regime overtakes any requirement for current testing to be moderated with other local authorities against Curriculum for Excellence levels, especially given the limited resources available to do this for only short-term gain. | |
| 1.6 | Address literacy and numeracy priorities emerging from CEM results 2014/ 2015 in order provide relevant staff CPD opportunities. | • Following analysis of CEM results, validation reports, school improvement plans, requests from schools and feedback from previous courses, a range of active literacy and numeracy CPD sessions have been designed for session 2015/2016.<br>• These sessions were expected to be delivered from August 2015. In the absence of a Support Officer for Literacy and Numeracy (following recruitment difficulties), suitable practitioners from schools are being identified to deliver these sessions.<br>• The CSO post will be re-advertised with the intention of filling it before the end of session 2015/2016. | |
| 1.7 | Publish a 3 year "Developing the Young Workforce" plan in accordance with Scottish Government expectations. | This work is still ongoing due to outstanding decisions to be made by various partners which include Skills Development Scotland, the Employment and Training Unit and Forth Valley College. This work will be taken forward by the yet-to-be-recruited new Opportunities for All Co-ordinator. | |
| 1.8 | Implement a new Standard for Work Placements that Education Scotland is producing as part of 'Developing the Young Workforce'. | The Co-ordinator attended a WorkIT User Group meeting on 24th November with other local authority users and Gateway staff. Discussion took place around changes to WorkIT to help implement parts of the Standard. Work is on track to implement the new Standard and further involvement of relevant bodies is planned. | |
| 1.9 | Complete a Health & Wellbeing audit across all education establishments to create a plan addressing areas for development and priority and good practice. | The audit was completed in October 2015 and is currently being analysed. | |

## 2. Improve Outcomes for Children Leaving Care

| Action | | Progress | Status |
|---|---|---|---|
| 2.1 | Develop monitoring of ASL planning for Looked After Children | • A revised version of the Looked After Children's Attendance and Exclusion, Children's Services Scrutiny group is being established. This group will regularly meet to monitor and review the attendance and exclusion rates across the council and drill down to individual children to understand the factors contributing to the need to exclude.<br>• They will also provide support and challenge to schools to work towards inclusive solutions to prevent the need to exclude.<br>• The group will also make recommendations to support the development of resources to further assist our schools and services to enable our LAC children and young people to have their needs more fully met. | |
| 2.2 | Support the Scrutiny Panel on Outcomes for Looked After Children and implement recommendations | A draft Scoping Document was submitted to Governance for progressing in mid-January. A start date is awaited. | |
| 2.3 | Contribute to the development of a new Corporate parenting Plan | The Children's Commission has agreed that corporate parenting will sit within the planning structure of the Commission. Development work will be part of the duties of the Corporate Parenting and Vulnerable Groups Work Stream. As part of this, the corporate parenting plan will be integrated into our Integrated Children's Services Plan, due for publication in March 2016. | |
| 2.4 | Plan and implement arrangements for residential child care workforce to work towards degree level (SCQF Level 9) qualifications. | • The degree level (SCQF Level 9) qualifications are under development by SQA. The Workforce Development Manager is in close contact with SQA and SSSC as to when the qualifications will be available and launched. The SQA has now indicated that these will be HN awards (i.e. not SVQ awards). These, therefore, cannot be delivered via the in - house SVQ assessment centre.<br>• Residential child care workers will have an individual learning plan or pathway to enable them to work towards the level 9 qualification. HEIs have not yet advertised that they are going to deliver programmes. Relevant managers will continue to meet to address the implementation plan.<br>• The majority of the residential child care staff in Falkirk have the full qualifications to meet the current required level for SSSC registration. The new agenda will require all of these staff to undertake some considerable further work on qualification in a phased way. | |

| Action | | Progress | Status |
|---|---|---|---|
| 2.5 | Commission services for children and young people with disabilities with a particular focus on those young people who are approaching school leaving age | • A PSIF self evaluation on Transitions was carried out in 2015. Following the review of autism services we are embedding an 'early bird' approach with parents of young people diagnosed as ASD.<br>• A funding bid has been made to pilot a test of change around building capacity and independence in young people with autism moving on to adulthood. | |
| 2.6 | Support the Scrutiny Panel on Outcomes for Looked After Children and implement recommendations | • The scope of the Panel is to consider why the outcomes for looked after children and young people are different from their non-looked after peers and to identify any differences between different groups of young people.<br>• The Panel has completed a series of meetings focused on background information and context and has heard from a number of internally provided services.<br>• Arrangements are now being finalised for the next phase of activity, which will include hearing from young people and other services. This will include visits to specialist services such as residential establishments for young people. | |
| 2.7 | Provide appropriate support to young people who are looked after and those previously looked after. | • The service continues to provide a high level of support to our looked after young people, with Wallace Crescent and Tremanna Children's homes both receiving "very good" overall ratings from the Care Inspectorate within the last 3 months.<br>• Our established partnership with CareVisions continues to benefit our young people, with Westside Farm home also receiving a positive inspection report. We have recently progressed partnership with a further local provider, enabling us to increase our capacity to accommodate a further 4 Falkirk young people within the local community at the end of last year.<br>• Our leaving care service and area teams continue to support young people on their journey from care to independence, using innovative approaches to engage with young people and to work collaboratively with our partners in maximising the life chances and opportunities for this vulnerable group. | |

## 3. Infrastructure, Capacity and Transformational Change

| Action | | Progress | Status |
|---|---|---|---|
| 3.1 | Social Work Information System | Replacement of the in-house SW Information System requires a commissioning team of project manager and two core project staff to be appointed to develop a comprehensive specification of information and functional requirements. The project cannot start until these resources are authorised. A Project Board needs to be established to lead the project, and assign a range of staff across social work to inform the development of the specification. | |
| 3.2 | Deliver on budget cuts 2015/16 | | |
| 3.3 | Agree budget cuts 2016/17 | | |
| 3.4 | Carry out a review of the CLD Service (per council budget decision). | Review has been undertaken and will be progressed once the budget options have been considered by Council in February 2016. | |
| 3.5 | Introduce centralised admissions system / process for nursery pupils and consolidate early years capacity planning in central team. | - January 2016: Centralised enrolments process underway for second year running.<br>- Further work planned in 2016 re: alignment with, and further centralisation of, nursery enrolments process and the development of an online facility for placing requests. | |
| 3.6 | Review capacity to ensure infrastructure is adequate to deliver Early Years provision. | All data regarding capacity in nursery classes have now been passed to CSSLT for resulting action. | |
| 3.7 | Review and improve the use of MIS within the service and ensure our ICT software, hardware and infrastructure is up to date and meets current business and curricular need. | A review by Internal Audit of SEEMiS for both licencing and Security Controls received a positive report, with some remedial actions. A System Security Statement is currently in production, as well as an Access Control Policy.<br><br>There is an ongoing project with SEEMiS to provide additional resilience to the data connection, providing automatic failover should an issue arise.<br><br>A new SEEMiS online help portal has been established, allowing designated users to log, track and review issues. In addition, the Support Systems Team has created training videos to support schools in a more sustainable way.<br><br>A pilot of Groupcall, the new parent communications portal, is underway in 5 establishments. Some positive results have been achieved, with a reduction in the use of paid texts and an increase in the use of parental email for non-urgent messaging. A parental app is also in trial at one establishment. | |

| Action | | Progress | Status |
|---|---|---|---|
| 3.8 | Develop and implement more e-business and online solutions supporting all service users including parents. | The Council's Channel Shift Group has met 3 times and is currently working to identify a Channel Shift product that can be procured to support a move to increased online solutions for the public.<br><br>Children's Services has identified some areas for including in this work: Online Enrolment, Placing Requests, and Online school payments. | |
| 3.9 | Develop a model that supports and allows community asset transfers (community halls and community centres per budget decision) | We have developed a model based on usage figures and forecasts for 2015/2016. This has resulted in identifying the least used community halls. The hall users and management committees have been informed and meetings have taken place to explore either closure or CAT (Community Asset Transfer). | |
| 3.10 | In response to demographic growth – expand capacity in Kinnaird PS, Maddiston PS and Larbert HS | | |
| 3.11 | In response to demographic growth – expand capacity in Kinnaird PS | January 2016: Kinnaird PS now operating with 3-stream capacity following installation of modular accommodation.<br>- Permanent extension planned to follow, subject to agreement to include in 2016-2019 Capital Programme (Feb 2016). | |
| 3.12 | In response to demographic growth – expand capacity in Maddiston PS | Nursery capacity increased in Jan 2016 with modular accommodation.<br>Further capacity increases will be planned in response to anticipated roll increases in the coming years. | |
| 3.13 | In response to demographic growth – expand capacity in Larbert HS | Planning for this is at a very early stage. Further work is expected in spring/summer 2016 once construction is underway at the Carrongrange-replacement school and completion date for that is finalised. | |
| 3.14 | Build new ASN secondary school in Grangemouth | - Hubco Stage 1 Report was submitted in Sept 2015 and approved by Falkirk Council in October 2015. The timescale for the new build is as follows:<br>- planning permission granted December 2015<br>- stage 2 almost complete (Jan 2016)<br>- Stage 2 report anticipated mid-Feb 2016<br>- Advance works anticipated Feb-April 2016<br>- Financial close expected by mid April<br>- construction start expected May 2015<br>- construction expected to finish July 2017<br>- school opening planned for August 2017 | |

## Important Indicators on Target – Children's Services

| | | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|---|
| | | Value | Value | Value | | |
| 1. | SWK_CHF_LAC_02a Rate per 1000 population of children looked after at home (LAAH) | 4.6 | 3.6 | 3.7 | Data Only | Scotland 2014/15 = 4.0 |
| 2. | SWK_CHF_LAC_03a Rate per 1000 population of children looked away from home (LAAF) | 7.1 | 8 | 7.7 | Data Only | Scotland 2014/15 - 10.9 |
| 3 | SWK_CHF_LAC_06 Proportion of young people who are looked after who have a plan | 100% | 100% | 100% | 100% | Scottish average 2014/15 - 97.0% |
| 4 | SWK_CJS_REP_01 Percentage of Criminal Justice Social Work Reports submitted to court by the due date | 99.9% | 98.8% | 97.9% | 100.0% | No benchmark |
| 5 | SWK_CJS_CPO_02 Percentage of individuals on new CPOs with supervision requirement seen by a supervising officer within one week | 92.8% | 92.9% | 93.9% | 100.0% | No benchmark |

## New Indicators – Children (as at latest data available – awaiting 2014/15 data being published by Scottish Government)

| | | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|---|
| | | Value | Value | Value | | |
| 6. | EDU_ECO_011 % of school leavers entering a positive destination - initial survey | 92.9% | Not yet available | - | 91.5% | Although school leaver destinations were reported previously, a different data source and benchmarking arrangement has been introduced for CfE |
| 7. | EDU_ECO_025 % of school leavers attaining Level 4 in Literacy | 88.5% | Not yet available | - | 90% | New CfE measure. 2013/14 data forms baseline. 2014/15 data will be available |

| | | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|---|
| | | Value | Value | Value | | |
| 8. | EDU_ECO_026 % of school leavers attaining Level 4 in Numeracy | 78.9% | Not yet available | - | 82% | at the end of February 2016 |
| 9. | EDU_ECO_027 % of school leavers attaining Level 5 in Literacy | 69.8% | Not yet available | - | 71.5% | |
| 10 | EDU_ECO_028 % of school leavers attaining Level 5 in Numeracy | 61.6% | Not yet available | | 63% | |
| 11. | EDU_ECO_029 % of school leavers gaining 3 or more Highers | 44% | Not yet available | - | 46% | |
| 12. | EDU_ECO_030 % of school leavers gaining 5 or more Highers | 30.4% | Not yet available | - | 33% | |
| 13. | EDU_EQU_017 % of LAAH school leavers achieving level 4 in Literacy | 22.2% | Not yet available | - | - | Although the performance of Looked After Children is a key priority for Children's Services, target setting and benchmarking are not always helpful as very small numbers are involved. The ability of one child can have an enormous effect of the average performance of the whole authority |
| 14. | EDU_EQU_018 % of LAAFH school leavers achieving level 4 in Literacy | 66.7% | Not yet available | - | - | |
| 15. | EDU_EQU_019 % of LAAH school leavers achieving level 4 in Numeracy | 11.1% | Not yet available | - | - | |
| 16. | EDU_EQU_020 % of LAAFH school leavers achieving level 4 in Numeracy | 40% | Not yet available | - | - | |
| 17. | EDU_EQU_025 Tariff score of lowest attaining 20% of School Leavers | 129 | Not yet available | - | 135 | New CfE measure. 2013/14 data forms baseline. 2014/15 data will be available at the end of February 2016 |
| 18. | EDU_EQU_026 % of LAAH school leavers entering a positive destination | 44.4% | Not yet available | - | - | See comment above re Looked After Children |
| 19 | EDU_EQU_027 % of LAAFH school leavers entering a positive destination | 80% | Not yet available | - | - | |

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## Important Indicators slightly below target – Children

None

## Important Indicators significantly below target – Children

| | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|
| **20. SWK_CHF_LAC_04a Proportion of all looked after children in community placements** | 84.5% | 81.6% | 83.8% | 91.1% | Scottish average 2014/15 - 91.1% |

**Progress**

Falkirk has higher proportions of looked after children in residential placements (16.2%) compared to Scotland as a whole (8.9%), particularly in residential schools (4.4% v 2.5%) and 'other residential' settings such as Care Visions (8.0% v 1.2%).

Falkirk residential placements - 31/07/14 – 68 (10 in Falkirk Residential Home); 31/07/15 – 59 (9); latest @ 31/12/15 - 58 (9)

**Improvement Action**

1. Increase the number of kinship placements, where safe to do so, as these will now be incentivised by the payment of age-related allowances to provide equity with foster carers.

2. As an attempt to increase foster carer numbers, Payroll will be asked to include a message in all Council employee payslips in February ahead of the foster carer recruitment campaign in March.

3. The Council contract with external foster carers will be reviewed and revised to negotiate a reduced rate for sibling and long-term placements.

| | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|
| **21. SWK_CHF_CRP_01 Proportion of complaints completed by Children & Families Social Work and Criminal Justice Service within 20 days** | 77.2% | 58.3% | 58.3% | 70.0% | Council standard |

**Progress**

Recovering from poor performance between April & June - 2015/16: Q1 – 42.9%; Q2 – 71.2%

The indicator is reported quarterly and over the last 3 years the target has been met in 50% of the quarters.

During 2015/16 there have been no complaints cases referred to the Social Work Complaints Review Committee. Two complaints were referred to the Ombudsman during the period, but neither were substantiated.

**Improvement Action**

- Complaints in relation to C&F tend to be from parents who disagree with the professional assessment in relation to their children (e.g. Child Protection registration and/or accommodating the child/young person via the Children's Hearing system or via a CPO from the Sheriff Court.
- Consequently, the complaints tend to be complex to investigate and to ensure that as full a response as possible is given means that the timescales are often very difficult to meet.
- Often investigation of these complaints means that further child care reviews of the TAC (Team Around the Child) meetings have to be organised to reconsider the parent's concerns and this adds to the delays.
- During the same period, the Service received many compliments and this needs to be balanced against the number of complaints.

## Important Indicators – Data Only

| | 2013/14 | 2014/15 | 2015/16 (to end Q2 unless stated otherwise) | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **22. SWK_CHF_CP_01 & 01a The number and rate per 1000 referrals dealt with by social work under Child Protection procedures** | 218 & 7.7 | 207 & 7.3 | 78 & 2.8 | Target not appropriate | No benchmark |

## Important Indicators – Reported Annually

| | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **23. SWK_CHF_RSP_01 Number of overnight respite weeks provided to children with a disability** | 231.7 | 210.4 | Data not yet available | >210.4 | Scottish Government Concordat 2010/11 - 211.7 |
| **24. SWK_CHF_RSP_02 Number of daytime respite weeks provided to children with a disability** | 521.1 | 447.3 | Data not yet available | >447.3 | Scottish Government Concordat 2010/11 - 587.7 |

## Audits

| Title | Update | Status |
|---|---|---|
| Internal Audit of SEEMIS information system | Improvement actions identified and in progress | |

**Inspections** (during period: 1/4/15 – 31/12/15)

| Title | Update | Status |
|---|---|---|
| Tremanna Care Home (23/11/2015) | Care and Support = 5, Environment = 5, Staffing = 5, Management & Leadership = 5 | |
| Braes Care Home (23/11/2015) | Care and Support = 5, Environment = 5, Staffing = 5, Management & Leadership = 5 | |
| | | |

**AGENDA ITEM 3**

**FALKIRK COUNCIL**

**Subject:** **SOCIAL WORK ADULT SERVICES PERFORMANCE UPDATE**
**Meeting:** **PERFORMANCE PANEL**
**Date:** **18 FEBRUARY 2016**
**Author:** **HEAD OF SOCIAL WORK ADULT SERVICES**

## 1. INTRODUCTION

1.1 This report sets out an executive summary of Social Work Adult Services performance for the period April to September 2015 and includes our:

- key priorities;
- key areas for improvement;
- significant challenges, risks and changes in Service pressures since last Performance Panel update;
- important indicators; and
- engagement with our customers.

1.2 The attached Performance Panel Statement seeks to update Members on progress towards achieving the important actions and indicators drawn from our Service Plan.

## 2. KEY PRIORITIES

2.1 We have set the following key priorities for our Service since the development of the Service in August 2015. These are:

**Priority One: Health & Social Care Integration and Reshaping Care for Older People**
**Priority Two: Implementation of Self Directed Support**

2.2 As Officers we continually monitor progress on all of the actions within our Service Plan. We have identified 12 key actions from our Service Performance Plan which ensure the above priorities are met. Progress on each of these is provided in the attached Performance Panel Statement.

## 3. KEY AREAS FOR IMPROVEMENT

3.1 We have identified 4 areas for improvement within the Service. An update on the progress of each Group is provided below:

## 3.2 Service Context: Transitions in Social Work Adult Services

3.2.1 The Service is operating in a period of transition given the new challenges of Health and Social Care integration, alongside the longer standing challenges of the growing demographic demands for services and the budget pressures facing the Service and the Council. These challenges will continue to affect the work of the Service over the next few years.

3.2.2 The Service has also faced challenges in staffing and management over the last six months following the restructure of Social Work Services and the creation of separate social work services under a new Children's Service and a new Social Work Adult Service. A new, permanent Chief Officer for Health and Social Care was also appointed to support the Integration Joint Board, following a period of temporary cover.

3.2.3 The restructure of social work was accompanied by management changes with the retiral of two chief officers and this was followed by long term sickness absence of two service management staff. Temporary cover arrangements by two chief officers provided some support, but this has been a difficult time for the new Service and these challenges have delayed progress in some areas of service. However, we are nearing the end of this phase with some return from sick leave and with the appointment of the new Head of Social Work Adult Services.

## 3.3 Health and Social Care Integration

3.3.1 The publication of the Strategic Plan will set out the Integration Joint Board's priorities for H&SC integration. The focus will be on enabling the shift in the balance of health and social care services away from hospital and residential based care towards community based care provision. This will have significant implications for Social Work Adult Services and effective partnership arrangements and effective use of the Integrated Care Fund and other budgets will be crucial in working to achieve this transition in the balance of care over the coming year and beyond.

## 3.4 Implementation of Self Directed Support

3.4.1 There has been some delay in the implementation of SDS in recent months, due to gaps in management for the reasons noted above. However, progress is being made with the development of operational processes and developing information systems to streamline information and financial management processes. SDS is enabling people to choose how their support will be delivered through the four SDS support options. SDS training continues to be provided for operational staff on a multi agency basis through the Integrated Care Fund.

## 3.5 Challenges for Social Work Adult Services

3.5.1 Alongside the implementation of Health and Social Care Integration and Self Directed Support, the Service faces other more long standing challenges. These are the growing demand for assessment and services due to demographic pressures at the same time as budget pressures are also increasing. These challenges will require a clear focus on priorities in the following areas:

- Meeting demand and setting and monitoring priorities for assessment

- Review assessment processes to improve waiting times for assessment
- Review of eligibility priority for services
- Managing budgets and progressing budget savings options
- Progressing improvement actions arising from the Joint Inspection of Services for Older People
- Improve performance on the balance of care
- Tackling delayed discharges in partnership with NHS Forth Valley
- Progress further implementation of SDS
- Continuing to manage sickness absence

3.5.2 These areas will be addressed and priorities set to develop improvement actions over the next year. Progress on these will be reported to future Performance Panels.

## 4. UPDATE FROM LAST PERFORMANCE PANEL

4.1 There have been a number of significant challenges, risks and changes in Service pressures since our last report to Performance Panel. This section notes some of these:

- The Care Inspectorate carried out a Joint Inspection of Services for Older People in Falkirk and the report was published in July 2015. The evaluation reported 3 areas as 'Good' and 6 areas as 'Adequate', and improvement actions are being led by our NHS Forth Valley partners.
- The Integration Joint Board for Health and Social Care has been established and will publish a Strategic Plan soon, setting out the priorities for Health and Social Care in the Falkirk Partnership area.
- Budget pressures have continued to impact on Social Work Adult Services as this service represents a high proportion of the Council's expenditure.

## 5. IMPORTANT INDICATORS

5.1 Our Service has a suite of indicators that are required for statutory and business related purposes. We have identified 29 important indicators. We have provided information on all our important indicators in the attached Performance Panel Statement. Indicators that are on target have comparative data for your information. Indicators that are significantly below target or slightly below target have additional background information on the progress and improvement actions for each. We have also included two indicators that are marked as 'data only' and do not have targets, but these areas of activity impact on other Social Work Adult Service areas and so provide important contextual information.

## 6. ENGAGEMENT WITH CUSTOMERS

6.1 Our Service is engaging with our service users in the following service areas:

- Residents in our Care Homes and their families have been consulted over how the planned refurbishment of care homes are managed.
- Service users in Day care services.

- Service users receiving Care at Home services

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**HEAD OF SOCIAL WORK ADULT SERVICES**

Date: 9 February 2016

Ref: SW AS Performance Panel Report – 18 February 2016

Contact Name: Joe McElholm, Ext: 4026

# Adult Social Work Services - Performance Panel Statement - April to September 2015

**Key Actions Progress**

- Action is significantly behind target.
- Action is slightly behind target or in danger of not achieving deadline.
- Action is on target.
- Action is completed.
- Data only indicator

## Key Priorities

**ASW Priority One: Health & Social Care Integration and Reshaping Care for Older People**

| Action | Progress update ( required from) | Status |
|---|---|---|
| 1. Lead with NHS Forth Valley partners the changes in the way services are planned and delivered using the Integrated Care Fund to enable the shift in the balance of health and social care services away from hospital and residential based care towards community based care provision | The Falkirk Integration Joint Board has considered the available partnership funding, including the Integrated Care Fund from the Scottish Government, to support improved outcomes for people who use services and their carers and the necessary transformational change in service delivery.<br>The priorities for the first year of the fund in 2015/16 were aligned to the Integrated Care Fund Plan, which was approved by the then Transitional Board and submitted to the Scottish Government. Consideration on the allocation of future years funding will be based on the Strategic Plan priorities. This will be supported by an ICF Co-ordinator, and recruitment to this post is ongoing. The post holder will oversee, co-ordinate and provide programme management support to projects funded and delivered as through the ICF initiative and other partnership funding that may be available. | |
| 2. Support for carers – review existing arrangements and develop a Carers' Support Plan | Work is in progress with Forth Valley partners. A Forth Valley Carers Information Strategy (2016-17) is being developed. Review is linked to the forthcoming Carers (Scotland) Bill (due later this year) which will directly impact on these actions for carers. | |
| 3. Commissioning complex care services for people with learning disabilities with a particular focus on those people whose needs are complex and on those young people who are approaching school leaving age | Delay in progress due to service management sickness absence. Work commencing in the Falkirk Learning Disability Team on LD transition cases and review of high cost LD care packages. | |
| 4. Improving public protection | The newly formed Falkirk Adult Support and Protection Committee will meet at the end of February. Membership will include public protection partners. The Committee will report to the Public Protection Chief Officers Group. Multi-agency Public Protection training has been developed and it is planned that this will regularly be delivered to front line staff across 2016. | |

| Action | Progress update ( required from) | Status |
|---|---|---|
| 5. Review day service provision for adults with a learning disability (including older people with a learning disability and/or dementia | This work has been delayed due to sickness absence. | |
| 6. Review of the Integrated Learning Disability and Mental Health Teams | Phase 2 of the review is complete with reports submitted to the LD and MH Teams Review Steering Group. Next step actions have been unable to be progressed due to key staff member sickness absence in SW Adult Services and the retiral of teh NHS FV Chair of the MH Teams Review. | |
| 7. Conclude the review of ASSET employment service for adults with a learning disability | Review completed. | |
| 8. We will implement the Real Time Monitoring System (CM2000) in Home Care | • Implementation has been delayed from the original target date set. But we are making better progress with the implementation phase of the RTM system. All the staff information and more than half of our service user information has been loaded on to the system. The group of co-ordinators who will actually schedule staff with the system have been heavily involved in the inputting of information and have been building up their skills on the system as a result.<br>• We have taken a 2 phase approach to the introduction of the system to staff: monitoring and scheduling. More than half of our in-house carers have been issued with their phones and are currently tagging in and out of service users homes, allowing us to monitor visits. Over the next couple of months we anticipate we will have all staff doing this.<br>• The full value of the system will come into effect once the scheduling element is rolled out. We have decided to trial this on a small scale first in the Bo'ness area and we hope to go live in February with both staff tagging in and out and scheduling being done through the system with staff receiving their work through their smart phones. Once we have progressed this in Bo'ness and resolved any outlying issues that there may be in moving over to this system we will progress the scheduling of staff to our other areas patch by patch. | |
| 9. Develop a model of integration for services which complies with legislative and corporate arrangements | The Falkirk Health and Social Care Integration Partnership has consulted on the draft Strategic Plan during November and December 2015. The Falkirk Strategic Planning Group has considered the consultation feedback and a revised draft was presented to the Falkirk Integration Joint Board on 5 February 2016 for comment. The plan will be finalised and presented to the Integration Joint Board for approval once the budget position and services to be delegated has been agreed. This will be no later than 31 March 2016. | |
| 10. Achieve a successful integration of health and social care via Integration Joint Board Strategic Plan for Health & Social Care and developing a Joint Commissioning Plan that includes effective communication with the public. | The Falkirk Integration Joint Board was established by the Public Bodies (Joint Working) (Integration Joint Boards Establishment) (Scotland) Order 2015 on 3 October 2015. This followed approval of Integration Scheme submitted by Falkirk Council and NHS Forth Valley to | |

| Action | Progress update ( required from) | Status |
|---|---|---|
| | Scottish Ministers.<br>The Integration Joint Board membership is in line with the legislation except that the Chief Executives of the Council and Health Board are non-voting members and one staff representative from each constituent organisation has been appointed to the IJB.<br><br>As noted above the Strategic Plan and supporting documents, including a Workforce Plan and Participation and Engagement Plan will be presented to the Integration Joint Board for approval. | |
| 11. Managing risk – monitor and review risk controls relating to:<br>1) management of change<br>2) financial changes arising from budget and economic pressures<br>3) governance arising from regulatory change<br>4) partnerships arising from -<br>i) contractor and supplier management (inc performance & continuity)<br>ii) key SW partners (inc NHS, FV, CJ partners, and care providers)<br>iii) service delivery and recruitment on behalf of partners | The service has a range of risk management processes in place for each of the risk areas identified opposite. Risk management procedures and contingency arrangements are in place and are monitored regularly in the following areas of service:<br>1) In relation to Health & Social Care Integration; assessment and care management; Adult Support & Protection; and Self Directed Support;<br>2) Re budget pressures ;<br>3) Re HSC Integration; SDS; and Inspection of registered services;<br>4) Re HSC Integration; key partner agencies and service providers; and procurement and contract management.<br><br>The Integration Joint Board receives regular reports noting the programme of work to support integration. This ensures the Board is satisfying itself that all relevant matters are being progressed in a timely manner. The Public Bodies (Joint Working) (Scotland) Act 2014 sets out a number of statutory requirements for Health and Social Care Partnerships to meet in order to implement health and social care integration. | |

## ASW Priority Two: Implementation of Self Directed Support

| Action | Progress | Status |
|---|---|---|
| 12. Lead the implementation of SDS and develop a shift in culture on how services are provided | Review of Eligibility Criteria has been delayed due to service management gaps | |
| | Development of operational processes and infrastructure continues, Service management gaps have led to some delay, particularly in relation to operational processes, but these are being monitored and steps will be taken to resolve these when service management situation improves. Progress is being made in relation to finance and IT systems to improve implementation processes through streamlining of these processes. | |
| | Self Directed Support training will continue to be delivered for Community Care/Adult Services on a multi-agency basis as part of the Change Fund/Health & Social Care Integration agenda. | |

## Actions significantly behind target - None

## Important Indicators on Target (21)

| | 2013/14 | 2014/15 | 2015/16 (to end Q2 unless stated otherwise) | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **1. Percentage of Rehab At Home service users who attained independence after 6 weeks** | Data not available | 74.5% | 72.0% | 60% | No benchmark - target locally determined |
| **2. Percentage of Crisis Care service users who are retained in the community when service ends** | Data not available | 74.4% | 69.0% | 60% | No benchmark - target locally determined |
| **3. The number of people aged 65+ receiving Home Care** | 1,905 | 1,826 | 1,816 | Maintain level | No benchmark - target locally determined |
| **4. The number of Home Care hours per 1,000 population aged 65+** | 526.6 | 483.6 | 491.3 | >=483.9 | No benchmarks - targets locally determined based on quarterly figures from previous year |
| **5. The proportion of Home Care service users aged 65+ receiving personal care** | 91.6% | 90.9% | 91.5% | >=90.4% | |
| **6. The proportion of Home Care service users aged 65+ receiving a service during evenings/overnight** | 42.4% | 41.6% | 46.3% | >=41.6% | |
| **7. The proportion of Home Care service users aged 65+ receiving a service at weekends** | 77.7% | 77.9% | 79.1% | >=77.8% | |
| **8. The number of people who had a community care assessment completed** | 9,575 | 9,505 | 6,397 | Maintain level (2014/15 H2 = 5,959) | NB the half year numbers are not equal to twice the half year numbers, as this is a count of people not assessments. |

| | 2013/14 | 2014/15 | 2015/16 (to end Q2 unless stated otherwise) | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **9. The total number of people with community alarms at end of the period** | 4,546 | 4,484 | 4,581 (at end Q3) | Maintain level | No benchmark - target locally determined |
| **10. Number of new Telecare service users 65+** | 123 | 124 | 106 (to end Q3) | Increase | No benchmark - target locally determined |
| **11. The total overnight respite weeks provided to older people aged 65+** | 837.9 | 938.1 | Data not yet available | Maintain level of service (@938 weeks) | Scottish Government Concordat 2010/11 – 859.0 |
| **12. The total daytime respite weeks provided to older people aged 65+** | 895.3 | 774.0 | Data not yet available | Maintain level of service (@774 weeks) | Scottish Government Concordat 2010/11 – 862.1 |
| **13. The total overnight respite weeks provided to other adults aged 18-64** | 500.1 | 545.9 | Data not yet available | Maintain level of service (@546 weeks) | Scottish Government Concordat 2010/11 – 538.6 |
| **14. The total daytime respite weeks provided to other adults aged 18-64** | 179.4 | 306.0 | Data not yet available | Maintain level of service (@306 weeks) | Scottish Government Concordat 2010/11 – 243.5 |
| **15. The number of new adaptations provided during the reporting year** | 1,786 | 1,666 | Data not yet available | Maintain level of service | No benchmark - target locally determined |
| **16. Experience measures and support for carers from the Community Care Outcomes Framework:** | | | | Increase | No benchmark - target locally determined |
| **a) percentage of community care service users feeling safe** | 88% | 89% | 90% | | |
| **b) percentage of service users satisfied with their involvement in the design of their care package** | 99% | 98% | 99% | | |
| **c) percentage of carers satisfied with their** | 90% | 92% | 91% | | |

| | 2013/14 | 2014/15 | 2015/16 (to end Q2 unless stated otherwise) | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **involvement in the design of care package**<br><br>**d) percentage of service users satisfied with opportunities for social interaction**<br><br>**e) percentage of carers who feel supported and capable to continue in their role as a carer OR feel able to continue with additional support** | 93%<br><br>86% | 94%<br><br>88% | 93%<br><br>91% | | |
| **17. The proportion of Community Care services complaints completed within 20 days** | 66.4% | 73.8% | 76.6% | >70% | Council standard |
| **18. Older Persons (65+) Home Care Costs per Hour and rank nationally** | £21.23 (22nd) | £16.33 (9th) | Data not yet available | Below Scottish average | Improvement Service indicator(LGBF) Scottish average 2014/15 = £20.02 |
| **19. Self Directed Support Spend on Adults 18+ as a % of Total spend on Adults 18+, and rank nationally** | 1.0% (30th) | 1.9% (29th) | Data not yet available | Move towards Scottish average | Improvement Service indicator(LGBF) Scottish average 2014/15= 6.9% |
| **20. Percentage of Adults satisfied with social care or social work services, and rank nationally** | 69% (7th) | 78% (1st) | Data not yet available | Increase | Improvement Service indicator(LGBF) Scottish average 2014/15= 51% |
| **21. Average weekly cost per local authority care home resident, and rank nationally** | £302 (4th) | £325 (6th) | Data not yet available | Maintain | Improvement Service indicator(LGBF) Scottish average 2014/15 = £372 |

## Important Indicators slightly below target (3)

| | 2013/14 | 2014/15 | 2015/16 (to Q3) | Target | Benchmark |
|---|---|---|---|---|---|
| **22. The number of Carers' Assessments carried out** | 1,883 | 2,139 | 1,494 | >=2,139 | No benchmark - target locally determined |
| **Progress** | | | | | |
| Q1 – 489; Q2 – 501; Q3 – 504 | | | | | |
| **Improvement Action** | | | | | |
| This is one of the Joint Inspection improvement actions which will require to be progressed as a priority. | | | | | |

| | 2013/14 | 2014/15 | 2015/16 (to Q2) | Target | Benchmark |
|---|---|---|---|---|---|
| **23. The number of 'OT' equipment items provided by the Joint Loan Equipment Scheme during the year** | 6,540 | 6,052 | 2,649 | Maintain level | No benchmark - target locally determined |
| **Progress** | | | | | |
| Rate per 1,000 pop 18+: 2014/15 H1 - 26.0; 2014/15 H2 – 22.4; 2015/16 H1 – 21.1<br>There has been an increase over the last 2 years in people accessing OT equipment through the NHS. | | | | | |
| **Improvement Action** | | | | | |
| Review evidence on assessment trends and the sources of service provision (NHS Forth Valley; JLES; and community care teams) progress will be reported to the next Performance Panel. | | | | | |

| | 2013/14 | 2014/15 | 2015/16 | Target | Benchmark |
|---|---|---|---|---|---|
| **24. Percentage of older people aged 65+ with intensive care needs receiving services at home** | 32.0% | 29.8% | Data not yet available | Increase | Scottish average 2014/15 – 35.4% |

**Progress**

Long stay care home residents: 31/03/13 – 760; 31/03/14 - 853; 31/03/15 – 860
Home Care 65+ 10+hrs: 31/03/13 – 357; 31/03/14 - 409; 31/03/15 – 355
Fall in number Home Care 65+ receiving 10+ hours in 2015 has lowered percentage for 2014/15

**Improvement Action**

We will review the factors involved in the reduction of people receiving 10+ hours of home care and bring forward actions to improve targeting of the service towards those service users with higher levels of need.

## Important Indicators significantly below target (3)

| | 2013/14 | 2014/15 | 2015/16 (to Q3) | Target | Benchmark |
|---|---|---|---|---|---|
| **25. The number of months during the reporting period that the target was achieved of no delayed discharge patients waiting 2 weeks or more** | 3 months (4 weeks or more) | 1 month (4 weeks or more) | 0 months | 12 | Stirling & Clacks together (~1/2 Forth Valley pop) have achieved in 1 month to 2015/16 Q3 |

**Progress**

1. A census of delayed discharges is reported monthly to the Scottish Government which since April 2015 has a target of zero delayed discharges waiting for 2 weeks or more. This target was has not been met in any month so far in 2015/16 (up to 31st December 2015).

2. Compared to our Forth Valley neighbours, Clacks met the target in 1 of the 9 months; Stirling has not met the target in any months during the period

3. The 2 weekly target is challenging due to the following reasons:

- patients not making 3 choices, one of which requires to be for a care home with a vacancy where a discharge can be made (even on an interim basis whilst awaiting a preferred choice)

- patients not agreeing to move to an interim place
- reduced and fluctuating availability of care home places to meet assessed needs across the Falkirk area
- some private care homes are unable to meet the increasing needs of some older people

**Improvement Action**

The following actions are being taken:

- NHSFV has agreed to a range of actions including raising awareness with hospital staff of the Choice policy and guidelines, reviewing all patients when they have reached 14 days in hospital, and giving a specific focus on care planning and review of circumstances for move to Community hospital.
- The Social Work Service has agreed to continue to ensure assessments are undertaken timorously and to progress the HUBCO work on future care home provision, including increasing intermediate care beds.
- There are 5 intermediate care beds in Tygettshaugh
- Summerford Home has 10 intermediate care beds
- Oakbank Care home has 10 intermediate care beds beds available for short term assessment

The main reasons for delay are due to not making 3 choices where one is an available vacancy, not moving to an interim placement and a reduced number of care home vacancies.

| | 2013/14 | 2014/15 | 2015/16 (to Q3) | Target | Benchmark |
|---|---|---|---|---|---|
| **26. The number of overdue 'OT' pending assessments at end of the period** | 378 (240 assessments 138 reviews) | 496 (292 assessments 204 reviews) | 559 (349 assessments 210 reviews) | Decrease | No benchmark - target locally determined |

**Progress**

1. A pending OT assessment is counted as overdue if it has not begun and its *planned* start date has passed.
2. It is important to note that of the 559 pending assessments, 210 (39%) were outstanding ***reviews*** of existing service users.
3. 349 (61%) were assessments of new service users; however, some of these will have received OT equipment at an earlier stage of the assessment process as part of their Intake assessment.
4. The Service has consistently been able to respond to priority one assessment and there is no waiting list for these. This has resulted in priority 2 and 3 cases

experiencing longer waits. Of the outstanding OT assessments there were 229 (41%) at priority 2 and 330 (59%) at priority 3.

5. The target is to reduce the number of pending assessments and this will continue to be a management priority. However, given the growing demands on community care teams it is likely that the current zero target for this indicator will need to be reviewed.

**Improvement Action**

This has been a long-standing challenge. We will review assessment procedures in order to improve waiting times for assessment.

| | 2013/14 | 2014/15 | 2015/16 (to Q2) | Target | Benchmark |
|---|---|---|---|---|---|
| **27. Sickness Absence in Community Care Services** | 7.85% | 8.32% | 7.54% | 5.5% | Falkirk Council to 2015/16 Q2 – 4.08% |

**Progress**

Downward trend through the period – Apr 8.4%, May 7.5%, Jun 8.0%, Jul 7.6%, Aug 6.7%, Sep 6.9%

Adult Social Work Services include those engaged in Home Care and Residential Care, which are recognised nationally as physically demanding and stressful occupations.

**Improvement Action**

Sickness absence continues to be a key managerial priority and the service continues to pursue initiatives to manage this issue as effectively as possible, in line with corporate HR policies and procedures.

A dedicated HR Assistant post was created to focus on absence management with all Home Care Managers and Seniors receiving training and ongoing support in this area. This demonstrated a positive shift with a 2% reduction in absences across the home care service in general from 10% absence down to the current 7.5%. A programme of awareness briefings for all home carers were held to target short-term absence to try to reduce our absence rates further. A new dedicated HR Assistant post has now been created to fulfil the same function for the remaining sections within Social Work Adult Services.

## Important Indicators – Data Only (2)

| | 2013/14 | 2014/15 | 2015/16 (to end Q2 unless stated otherwise) | Target | Benchmark |
|---|---|---|---|---|---|
| | Value | Value | Value | | |
| **28. The number of adult protection referrals, investigations undertaken and the number of adult protection plans in place at the end of the reporting period** | 477<br>114<br>17 | 519<br>79<br>14 | 295<br>32<br>15 | Target not appropriate | No benchmark |
| **29. The number and proportions of service users receiving Self Directed Support Options 1-4** | Data not available | Option 1 - 39 ( 2%);<br>Option 2 - 27 ( 1%);<br>Option 3 - 1,788 (95%);<br>Option 4 - 24 ( 1%) | Option 1 - 27 ( 1%);<br>Option 2 - 40 ( 2%);<br>Option 3 - 2,341 (95%);<br>Option 4 - 44 ( 2%) | Target not appropriate | No benchmark |

## Audits

| Title | Update | Status |
|---|---|---|
| | | |
| | | |
| | | |

**Inspections** (during period: 1/4/15 – 31/12/15)

| Title | Update | Status |
|---|---|---|
| Cunningham House Care Home (08/05/2015) | Care and Support = 5, Environment = 4, Staffing = 5, Management & Leadership = 4 | |
| Grahamston House Care Home (05/10/2015) | Care and Support = 5, Environment = 4, Staffing = 5, Management & Leadership = 5 | |
| Summerford House Care Home (03/12/2015) | Care and Support = 4, Environment = 2, Staffing = 4, Management & Leadership = 4 | |
| Oakbank Care Home (08/12/2015) | Care and Support = 4, Environment = 2, Staffing = 4, Management & Leadership = 4 | |
| Grahamston House Day Care (20/10/2015) | Care and Support = 5, Staffing = 5, Management & Leadership = 5 | |
| Falkirk Council Home Care Service (05/09/2015) | Care and Support = 4, Staffing = 4, Management & Leadership = 4 | |
| Falkirk Council Housing with Care Service (25/11/2015) | Care and Support = 5, Staffing = 5, Management & Leadership = 4 | |
| Falkirk Council Mobile Emergency Care Service (MECS) (03/09/2015) | Care and Support = 5, Staffing = 5, Management & Leadership = 4 | |