

Key to Symbols

Page references indicate where a commentary on the overall target and information on the performance measures can be found.

Y1: Results as at end of year 1 of PSA

G : Above or on target **A** : <5% below target: **R** : >5% below target

5. Promote the independence of older people	
5a: Number of households receiving more than 10 contact hours and 6 or more visits per 1,000 population aged 65 and over (PAF C28)	G
5b: People aged 65 and over receiving community based services per 1,000 head of population aged 65 or over (PAF C32)	R
5c: The number of households receiving intensive home care during a survey week as a percentage of all adults in residential and nursing care and households receiving intensive home care (PAF B11)	A
6. Adoption and permanence for children up to 11 years	
6a: Number of looked after children aged 0-11 years in permanent family placements	G in Y1

5. Promote the independence of older people

The Social Services Information Manager produces information on a monthly basis for the basket of three indicators C28, C32 and B11 (old definition). Performance indicators C28 and B11 continue to perform well.

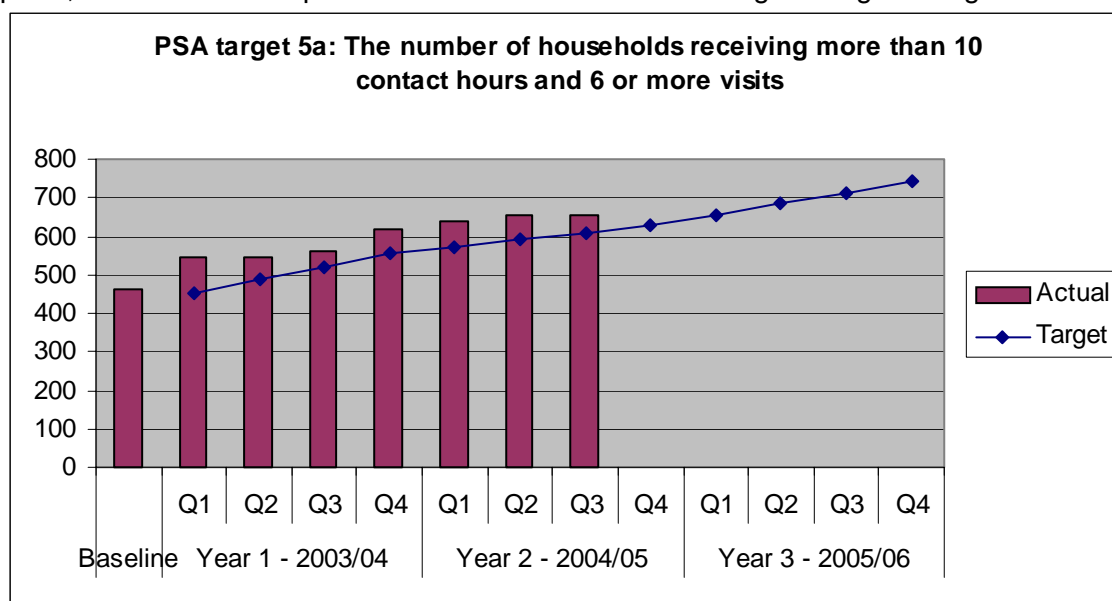
There had been concern that performance against the PI's would be adversely affected by the considerable financial constraints that Social Services is currently experiencing. However pump priming money was diverted from three projects and is being spent on directly providing services to older people to enable them to live independently in the community. This is necessary to continue to support the PAF indicators on which the PSA is monitored, at a time when Social Services Community Care budget has had to be restricted. It is hoped that by making these changes we will be able to maintain the progress made on C28 and B11.

On the positive side we are very pleased that the funding of projects led by the voluntary sector partners has not been affected and there is no change to these budgets. The schemes which have had to be cancelled are the new project on Health Advice for Older People put forward by Sussex Downs & Weald PCT and the Social Services led Teleshopping pilot. Neither of these schemes had commenced, and will not now be funded. Additionally the remainder of the budget for the Telecare project has had to be withdrawn. This has, however, been a highly successful project which was already making its exit arrangements with future equipment being provided from within mainstream budgets.

All other projects continue as planned.

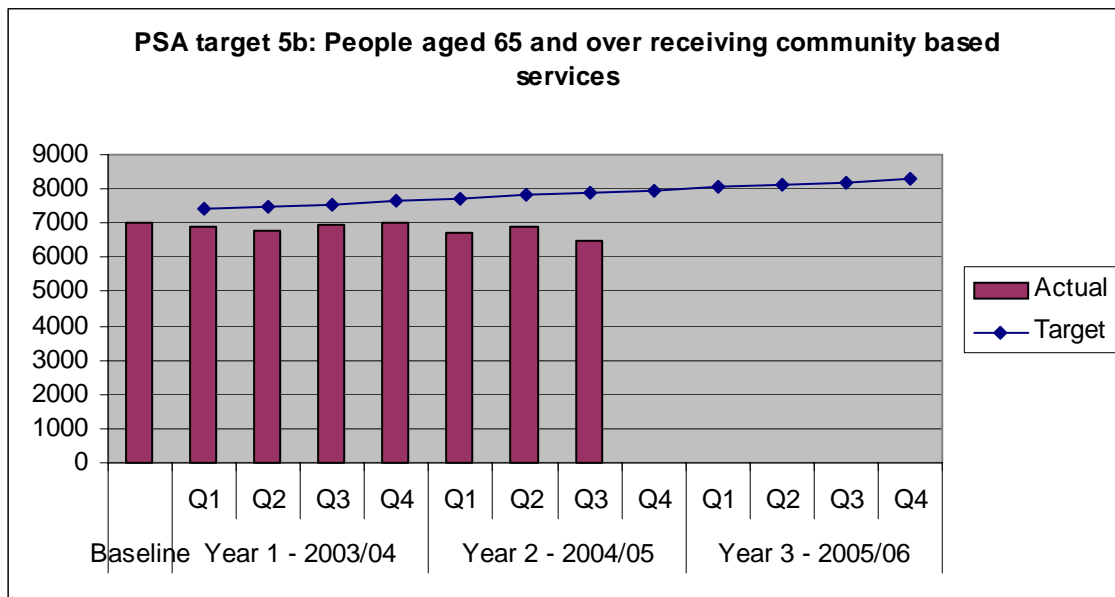
5a: Number of households receiving more than 10 contact hours and 6 or more visits per 1,000 population aged 65 and over (PAF C28)	G
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Figures are cumulative over the PSA period. 5a and 5b are 'real' figures rather than per 1,000 because it is possible to set a more accurate target using 'real' figures.

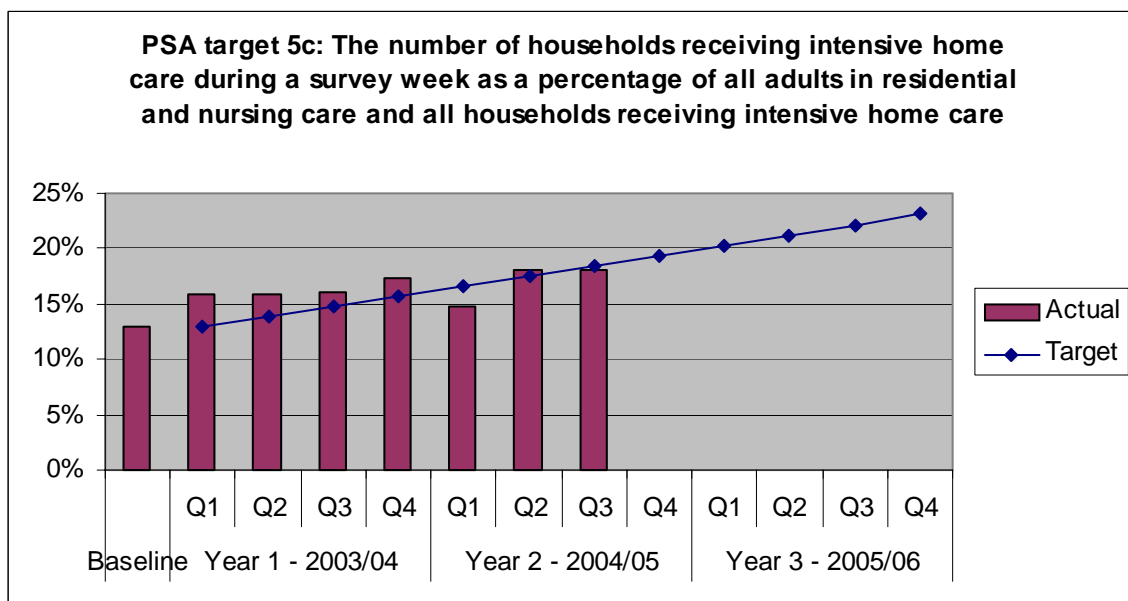


	Baseline	Year 1 - 2003/04				Year 2 - 2004/05			
Target		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		453	487	520	554	572	590	608	626

Actual	462	547	548	562	616	639	656	656
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	Baseline	Year 1 - 2003/04				Year 2 - 2004/05			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Target		7,412	7,488	7,564	7,640	7,721	7,802	7,883	7,964
Actual	7,040	6,901	6,788	6,982	6,991	6,713	6,888	6,459	



	Baseline	Year 1 - 2003/04				Year 2 - 2004/05			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Target		13.0%	13.9%	14.8%	15.7%	16.6%	17.5%	18.4%	19.3%
Actual	13.0%	15.8%	15.8%	16.0%	17.3%	14.8%	18.1%	18%	

6. Adoption and permanence for children up to 11 years

Comment on overarching target:

1. Audit

Progress against the target is being audited by the Co-ordinator and reported to the Children & Families Divisional Management Team on a quarterly basis. There has been a marked improvement in performance over the last six months in terms of increasing the number of looked after children in placements deemed permanent under the terms of the PSA Target. Cases where practice in securing permanence falls short of policy and guidance are taken up by Locality Operations Managers and Independent Reviewing Officers. A detailed 'Half-Way' audit, to 31.12.04, is being undertaken to confirm progress. The Service is confident that the target will be achieved. The Assistant Director and Heads of Service for Locality Services and Children's Safeguards & Quality Assurance are playing a key role in monitoring and supporting the Project.

2. Profile

Presentations and discussions in groups and teams of Children's Services managers and practitioners are ongoing, in line with the project plan. Improving permanence practice and outcomes is fully integrated into the wider improvement agenda for Children's Services and this is reflected as a priority in the Children's Services Divisional Plan. Permanence will represent a key priority for practitioner training and, hopefully, investment in 2005/06.

3. Protocols

All protocols and Operational Instructions for admitting children into the care of the Council and achieving permanence are now in place and are being monitored for compliance.

4. Strategy

The recruitment and retention of Adoption and Permanence staff continues to prove difficult. This has been compounded by the resignation of the PSA Co-ordinator who will leave in February 2005. The recruitment process for a new Co-ordinator has started. The anticipated 'bottle neck' has now emerged, between the demand for permanent placements and the capacity of the Children's Service to recruit, prepare, assess and approve the full range of carers required to meet the increase in demand. As stated by the Audit Commission and in earlier monitoring reports, this problem presents a significant risk to the sustainability of the project - in terms of the capacity of the Adoption and Permanence Service to take on the full range of family finding, preparation and assessment, and then the support and supervision to prospective adopters and permanence carers arising from the increased activity and demand for permanence placements generated by the PSA Project.

5. Decision making

The arrangements agreed in June 2002 for decision making around existing long term placements have worked well and the Head of Locality Services continues to progress chase the outstanding cases (proformas). Achievement of the milestone in 2004/05 is dependant on these cases and completion of this process. Again the Assistant Director and Head of Locality Services are playing a key role in ensuring progress, in line with the recommendations of the Audit Commission Report.

6. Review of 2 Year Plus Fostering Placements

There has been insufficient capacity to carry out this review (see 4 above) and to develop longstanding fostering placements into permanence through the detailed assessment and decision making in line with the PSA Project. This remains a significant opportunity to make further progress beyond the PSA Target.

7. PSA Co-ordinator (see 4 above)

The resignation of the current Co-ordinator poses a new risk to the Project. The post has been integrated and the post holder has played a key role in raising the profile of permanence work, challenging deficits in practice, supporting improvements in practice, and tracking cases against the

statutory and policy framework. The PSA Co-ordinator has also taken direct practitioner responsibility for a small number of high priority and viable cases. The role and function of the PSA Co-ordinator in challenging practice and performance in this area and in supporting improved performance is beginning to be accepted, despite some ongoing defensiveness. This is being addressed by senior managers. The difficulties in meeting the increased demand for permanent placements resulting from the raised awareness and improved practice is causing tension (see 4 above).

8. Training

The training programme associated with the Project is in place and ongoing. Practice learning sets and consultation arrangements have been put in place but will be set back by the resignation of the current Co-ordinator. It is hoped that permanence practice will represent a training priority for the Children's Services Training Plan in 2005/06.

9. Tracking System

The Tracking System has been integrated with the electronic case recording system. It remains critically important that LAC social workers and their Practice Managers take the necessary actions in response to the Co-ordinator's 'milestone memos' which have been designed to highlight relevant policy and guidance in individual cases where there is a risk of drift or delay. The milestone memos are beginning to be accepted as helpful in managing performance, despite some defensiveness. The Social Services ICT Team has supported the production of reports from the Tracking System. The next step is to transform the Permanence Tracking System into a supervised administrative tool held by the Operations Managers of the four LAC social work teams.

10. Adopter and Carer Recruitment

Difficulty in the recruitment and retention of Adoption and Fostering staff over the last two years has caused problems in achieving the recruitment targets for all foster carers and prospective adopters. There has also been a fall-off in the identification and recruitment of kinship carers. The shortfall in all placement resources presents a risk to the PSA Project, but especially the lack of capacity to initiate a specific recruitment programme for permanence carers. The planned recruitment campaign for permanence carers has still not taken place due to insufficient staffing resources to prepare and assess potential adopters and carers. There is also a resource pressure in terms of sufficient staff to support and supervise new permanence carers. This risk has been managed to some extent with the commissioning of assessments by sessional workers and by purchasing inter-agency placements - in line with the recommendations of the Audit Commission report - this has put pressure on the Adoption and Permanence budget.

11. Additional Project Elements

- The specialist LAC social work teams are now well established across the County. The PSA Co-ordinator has provided support to these teams to ensure compliance with Council policy and legal requirements for permanence. It is crucial in the second stage of the project that it is the Operations and Practice Managers of the LAC social work teams who drive the continuous improvement in practice and performance.
- The Adoption & Permanence Practice Manager (Adoption Support Assessor) has negotiated protocols with LAC social work teams to ensure that permanence support assessments and plans to ensure the long-term sustainability of permanence placements are in place in all cases presented to the Adoption & Permanence Panel. She continues to work with partner agencies to ensure greater support for permanence placements.
- Kinship care placements have fallen off in the past few months. This remains concerning because research shows that kinship carers can offer a vital opportunity for permanence. The development of kinship care placements can make a significant contribution to the PSA Target. This approach and practice issue will be addressed through investment and training in 2005/06. The Children's Services Divisional Plan includes a target for Residence Order placements which can also offer permanence to children and are included in the scope of the PSA Target.

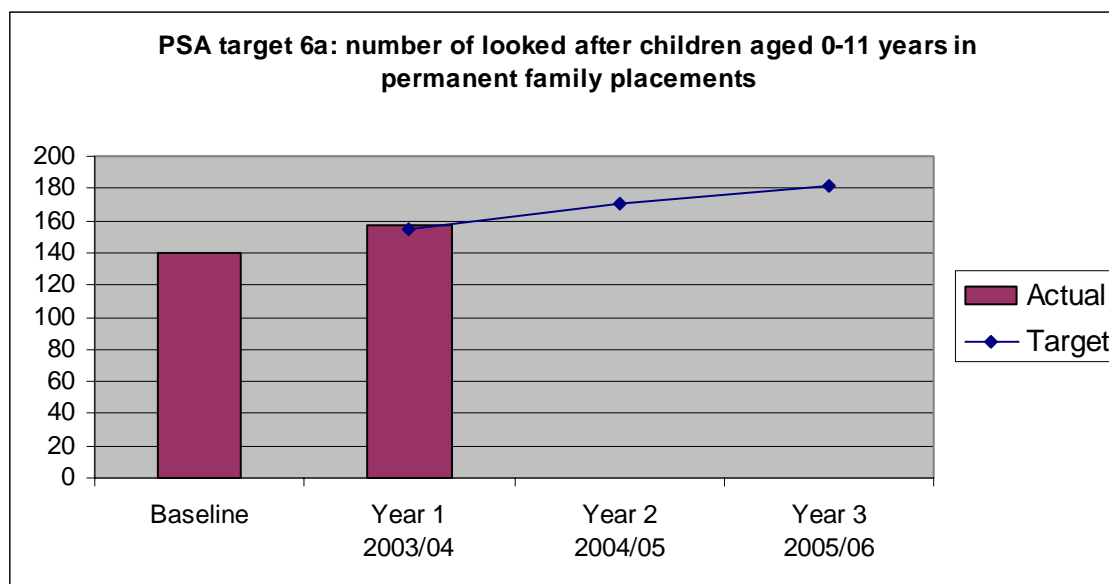
- The specialist LAC Mental Health Specialist (LACMHS) workers focus their work on preparation for permanence, in part through specialist attachment assessments. The bid for a specialist LACMHS worker as part of adoption and permanence support strategy to prevent the disruption and breakdown of permanence placements is being re-considered under the terms of the uplift in the special CAMHS Grant for 2005/06.
- A project plan is being developed to integrate LAC services in line with Every Child Matters and the new Children Act, on the basis that a single, county-wide LAC Service which integrates resources, disciplines, processes and decision making will be more effective in producing better outcomes for looked after children.

The PSA Target for Adoption and Permanence remains on track, despite the known and new risks. The new risk arising from the resignation of the Co-ordinator is being managed through prompt recruitment, the delegation of the Tracking System to a designated admin worker and by bolstering the co-ordination of quality assurance through first line managers and the Independent Reviewing Officers. The risks of poor permanence practice and performance are being addressed by Locality Operations and Practice Managers for the LAC social work teams, on the basis of feedback from the PSA Co-ordinator and Independent Reviewing Officers. The wider risks are being addressed by senior managers including the Assistant Director and Heads of Service for Locality, LAC and Children's Safeguards & Quality Assurance.

The recent audits have demonstrated that the Project is beginning to have a deeper and longer term impact on the care management of looked after children, particularly in relation to securing emotional permanence for those children who cannot live safely with their natural parents within their birth families. It is also exposing a gap between need and the resources available to recruit and assess permanent carers, and then support and supervise those permanent placements.

6a: Number of looked after children aged 0-11 years in permanent family placements

Reported annually at Q4 G in Y1



	Baseline	Year 1 2003/04	Year 2 2004/05	Year 3 2005/06
Target		155	170	182
Actual	140	157		