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Contact Officer:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

To: Cllr Hilary McGuill (Chair)

Councillors: Mike Allport, Paul Cunningham, Jean Davies, Rob Davies,
Andy Dunbobbin, Carol Ellis, Gladys Healey, Cindy Hinds, Mike Lowe,
Dave Mackie, Ian Smith, Martin White, David Williams and David Wisinger

8 November 2019

Dear Councillor

You are invited to attend a meeting of the Social & Health Care Overview & Scrutiny Committee which will be held at 2.00 pm on Thursday, 14th November, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 3 October 2019

4 FORWARD WORK PROGRAMME AND ACTION TRACKING (Pages 11 - 18)

Report of Social and Health Care Overview & Scrutiny Facilitator - Cabinet Member for Social Services

Purpose: To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

5 **MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21** (Pages 19 - 36)

Report of Chief Executive - Cabinet Member for Finance, Cabinet Member for Social Services

Purpose: To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio

6 **INNOVATION TO REDUCE RELIANCE ON OUT OF COUNTY PLACEMENTS** (Pages 37 - 54)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To review work to reduce reliance on long term residential care for looked after children.

7 **HOSPITAL AVOIDANCE** (Pages 55 - 58)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To receive an update on work being undertaken to avoid hospital admittance

8 **SUPPORT BUILDING RESILIENT COMMUNITIES BY DEVELOPING SOCIAL PRESCRIBER ROLE WITHIN SINGLE POINT OF ACCESS** (Pages 59 - 66)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To receive an update

9 **ADAPTATIONS TO FOSTER CARERS HOMES POLICY** (Pages 67 - 88)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To outline how more families can be supported to access the 30 hours Childcare Offer and proposals for capital investment to support this work.

10 **COUNCIL PLAN 2019/20 – MID YEAR MONITORING** (Pages 89 - 130)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.

11 **REGULATED SERVICES ENGAGEMENT AND CONSULTATION** (Pages 131 - 136)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To consider the draft consultation.

12 **ROTA VISITS**

Purpose: To receive a verbal report from Members of the Committee.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

PRIMARY COMMUNITY SUPPORT TEAM (CONFIDENTIAL APPENDIX TO AGENDA ITEM 11) (Pages 137 – 138)

Information relating to particular individuals. The public interest in not revealing the information outweighs the public interest in revealing the information.

Yours sincerely



Robert Robins
Democratic Services Manager



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE **3 OCTOBER 2019**

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 3 October 2019

PRESENT: Councillor Hilary McGuill (Chair)

Councillors: Mike Allport, Rob Davies, Andy Dunbobbin, Gladys Healey, Cindy Hinds, Mike Lowe, Dave Mackie, Ian Smith, Martin White, and David Wisinger

SUBSTITUTE: Councillor Geoff Collett (for Paul Cunningham)

APOLOGIES: Councillors Jean Davies and Carol Ellis

ALSO PRESENT: Councillor Carolyn Thomas

CONTRIBUTORS: Councillor Christine Jones, Cabinet Member for Social Services; Chief Officer (Social Services), Senior Manager, Safeguarding and Commissioning, Senior Manager Children and Workforce, Senior Manager, Integrated Services Lead Adults. (For minute no.25) Kathryn Whitfield, Programme Manager, North Wales Together, Seamless Services for People with Learning Disabilities.

IN ATTENDANCE: Social & Health Care Overview & Scrutiny Facilitator and Democratic Services Officer

19. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

20. **MINUTES**

- (i) The minutes of the meeting held on 18 July 2019 were submitted.
- (ii) The minutes of the Joint meeting of Education & Youth and Social & Health Care Overview & Scrutiny meeting held on 25 July 2019 were submitted

RESOLVED:

That the minutes be approved as a correct record and signed by the Chair.

21. **FORWARD WORK PROGRAMME AND ACTION TRACKING**

The Facilitator presented the Forward Work Programme and drew attention to the items to be considered at the next meeting of the Committee on 14 November. Referring to a presentation on the North East Wales Community Equipment Store (NEWCES) to be provided at the meeting to be held on 30

January 2020, she said it was suggested that the meeting be held at NEWCES. This was agreed by the Committee.

The Overview & Scrutiny Facilitator presented the progress report on actions arising from previous meetings. She explained that actions still to be determined would remain on the action tracking report until resolved and be reported back to the next meeting. She asked the Senior Manager, Children and Workforce, to give an update on progress on the actions arising from the meeting of the Joint Education & Youth and Social & Health Overview & Scrutiny Committee concerning the Committee's concerns around the need for adequate resources to meet the challenges of Out of County placements; and the question raised by Shaun Hingston regarding the consultation data relating to young people.

RESOLVED:

- (a) That the draft Forward Work programme as submitted be approved;
- (b) That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the forward Work Programme between meetings, as the need arises; and
- (c) That the progress made in completing the outstanding actions be noted.

22. PROGRESS FOR PROVIDERS UPDATE

The Senior Manager – Safeguarding and Commissioning, introduced a report to provide an update on the 'Progress for Providers – Creating a Place Called Home ... Delivering What Matters' programme, including the roll-out of the Programme to domiciliary care providers.

The Senior Manager provided background information and outlined the main considerations, as detailed in the report. She advised that to recognise the progress care homes were achieving in implementing person centred care practices, the Authority developed its own 'Progress for Providers' self-assessment toolkit. The toolkit clearly sets out the Authority's expectations around the delivery of individualised care and supports responsible individuals and managers and leaders within homes by providing a range of person centred tools which help staff teams change the way they support people and how they engage with family and friends. The 'Progress for Providers' toolkit also helps providers promote greater choice and control for those who receive care which allows providers to focus on what matters most to each person.

The Senior Manager explained that to show progression the Authority introduced 3 levels of accreditation which are validated by the Flintshire Contract and Commissioning Team in partnership with the care home managers. The Bronze, Silver, and Gold accreditation help managers check their own development and demonstrate publicly that they are making continued progress to truly person centred care. In September 2018 the project won the Social Care Wales Accolades Award for 'Excellent outcomes

for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards – 'Celebrating outstanding achievement and innovation within UK local government service delivery'.

The Senior Manager reported on progress to date and the next steps, as detailed in the report.

In response to the comments from Councillor Andy Dunbobbin around involvement of the Armed Forces charities, the Senior Manager explained that a number of celebrations were held in care homes to commemorate past events which were driven by the Armed Forces.

Councillor Dave Mackie expressed his congratulations to the Chief Officer, and the Senior Manager – Safeguarding and Commissioning and her team, for their work and achievements. He proposed that a letter be sent from the Committee to express its acknowledgement and appreciation for the work undertaken.

The Chair also expressed congratulations on the success achieved and asked if more publicity could be given in recognition of the care homes which had gained Bronze, Silver, or Gold accreditation. She felt this would also encourage other care homes to join the Programme.

RESOLVED:

- (a) That the Committee welcomed the actions and innovations being undertaken to drive the Project forward; and
- (b) That a letter be sent on behalf of the Committee to the Senior Manager – Safeguarding and Commissioning and her team, for their work and achievements.

23. CHILDCARE OFFER FOR WALES, FLINTSHIRE

The Chief Officer (Social Services) introduced a report outline how more families could be supported to access the 30 hours Childcare Offer and the proposals for capital investment to support this work. He provided background information and explained that the aim of the Offer was to support families with quality, flexible, and affordable care. It also supported economic regeneration and reduced pressures on family income helping parents to participate in work and reducing the risk of poverty.

The Chief Officer reported that the Childcare Offer had been successful in Flintshire, benefitting families, the childcare sector, and communities. Due to the success of the uptake additional funding had been requested from the Welsh Government and this had recently been approved. He reported on the main considerations, as detailed in the report, and referred to the progress in developing and delivering the Childcare Offer for Wales in Flintshire,

Information and Engagement Communication Plan, capital grants funding, Flintshire Childcare Offer software licence agreement, national system, and Early Entitlement pilot of £4.50 per hour.

Councillor Dave Mackie congratulated the Chief Officer and his team on the success of the Childcare Offer in Flintshire and asked that thanks also be passed to all involved for their hard work. He proposed that a letter be sent from the Chair to Officers and staff to express the Committee's appreciation of the work being undertaken to support families to access the Offer.

RESOLVED

- (a) That the report be received; and
- (b) That a letter be sent from the Committee to the Early Year and Family Support Manger and her team, to express the Committee's appreciation of the work being undertaken to support families to access the Offer.

24. AROSFA REFURBISHMENT: UPDATE

The Senior Manager, Children and Workforce, introduced a report on an additional service to provide increased accommodation for young people with complex needs. He provided background information and explained that there are plans to refurbish an unused wing of the building to provide two additional bed spaces at Arosfa which will accommodate two permanent long-term residents and provide a quality local service as an alternative to out of county placements. He advised that funding from the Integrated Care Fund (ICF) had been identified for the additional revenue costs for the extended service.

Officers responded to the comments raised around car parking and the local community. The Senior Officer explained that work would be undertaken to ensure the local community was informed of the plans but it was not expected that there would be any additional demands on local amenities or car parking arrangements.

Councillor Dave Mackie expressed his congratulations to the Chief Officer, Senior Manager and his team, for their work to reduce reliance on out of county placements and to support children, young people, and their families, within County.

RESOLUTION:

That the plans to refurbish Arosfa be supported.

25. REGIONAL LEARNING DISABILITY SERVICE REPORT ON PROGRESS

The Chief Officer (Social Services) introduced a report to provide an update to the Regional Project Board in relation to the "North Wales Together: Seamless Services for People with Learning Disabilities" Programme funded by the Welsh

Government. He introduced Kathryn Whitfield, Programme Manager, Seamless Services for people with Learning Disabilities, to the meeting.

The Chief Officer provided background information and referred to the five work streams identified in the Learning Disabilities Strategy, as identified in the report. He advised that Flintshire lead on the Community and Culture change work stream and are involved, amongst other things, in projects around the opportunity to think differently about the use of direct payments, project search, relationships and dating, and the 'stay up late' campaign. The Chief Officer invited the Programme Manager to give an overview of the 'Seamless Services for People with Learning Disabilities' programme.

In response to a question from the Chair, the Programme Manager said she would provide further information on the provision of sex education for young people following the meeting.

The Chair thanked the Programme Manager, and the Chief Officer and his team, for their hard work. She said the actions and initiatives being taken to support individuals with a learning disability and their families were to be applauded.

RESOLVED:

- (a) That the Committee note the report; and
- (b) That the Committee supports the initiatives within the programme and welcomes the progress made.

26. YEAR-END COUNCIL PLAN MONITORING REPORT 2018/19

The Social & Health Care Overview & Scrutiny Facilitator presented the 2018/19 year-end progress report on the Council Plan for 2018/23 providing analysis on the priority 'Supportive Council' which was relevant to the Committee.

The Facilitator advised that the monitoring report for the 2018/19 Council Plan was a positive report, with 92% of activities being assessed as having made good progress and 89% on track to achieve the desired outcome. Performance indicators showed good progress with 70% on target, 20% being monitored and 10% off track. Risks were also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or significant (11%).

The Facilitator drew attention to the performance indicators which showed a red status for current performance against target relevant to the Committee. She referred to page 154 of the report, IP1.5.2.1 on the number of people kept in hospital while waiting for social care age 75+, and reported that the Corporate Resources Overview & Scrutiny Committee had referred the performance indicator on Delayed Transfer of Care which demonstrated a

negative trend to the Committee for further consideration. The Senior Manager, Integrated Services Lead Adults, commented on the challenges and the significant work carried out by a dedicated team of staff to ensure people did not stay in hospital any longer than necessary and could return to a safe and environment where care was continued if necessary. She also referred to the support provided to make sure people avoided being admitted into hospital if possible.

Councillor Dave Mackie drew attention to pages 151 (IP 1.4.1.3) and 153 (IP 1.4.3.3.) of the report. Officers provided clarification around the analysis presented.

RESOLVED:

That the report be noted.

27. ROTA VISITS

Councillors Gladys Healey and Mike Allport reported on their visit to Arosfa. They said the visit had been positive and enjoyable and they had been impressed by the professionalism of staff and the high standard of care provided.

RESOLVED:

That the information be noted.

28. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were no members of the press or public in attendance.

(The meeting started at 10.00 am and ended at 11.50 am)

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Chair



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th November 2019
Report Subject	Forward Work Programme and Action Tracking
Cabinet Member	Not applicable
Report Author	Social & Health Care Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Social & Health Care Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Social & Health Care OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. Contact Officer: Margaret Parry-Jones Overview & Scrutiny Facilitator Telephone: 01352 702427 E-mail: Margaret.parry-jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
12 December	Safeguarding North Wales Adoption Service Annual Report	To provide Members with statistical information in relation to Safeguarding - & Adults & Children. To provide an overview of the performance and quality of the work of North Wales Adoption Service in 2018-19.	Performance monitoring/assurance Assurance	Chief Officer Social Services Chief Officer Social Services	
30 January	Presentation on equipment store	To provide members with an update of the work undertaken at the equipment store.	Awareness raising	Chief Officer Social Services	
26 March	Q3 Council Plan Monitoring Report				
21 May	Comments, Compliments and Complaints	To consider the Annual Report	Assurance	Chief Officer Social Services	
16 July	Year-end Council Plan Monitoring Report	To enable members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring/Assurance	Facilitator	

Regular Items

Month	Item	Purpose of Report	Responsible/Contact Officer
Nov/Dec	Safeguarding	To provide Members with statistical information in relation to Safeguarding - & Adults & Children	Chief Officer (Social Services)
May	Educational Attainment of Looked After Children	Education officers offered to share the annual educational attainment report with goes to Education & Youth OSC with this Committee.	Chief Officer (Social Services)
May	Corporate Parenting	Report to Social & Health Care and Education & Youth Overview & Scrutiny.	Chief Officer (Social Services)
May	Comments, Compliments and Complaints	To consider the Annual Report	Chief Officer (Social Services)
June	Betsi Cadwaladr University Health Board Update	BCUHB are invited to attend on an annual basis – partnership working.	Facilitator

ACTION TRACKING FOR THE SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda Item	Action Required	Action Officer(s)	Action taken	Timescale
3.10.19	Progress for Providers	Letter to be sent on behalf of the Chair & Members of the Committee thanking the team for the work being undertaken.	Margaret Parry-Jones	Letter sent	Completed
3.10.19	Childcare Offer for Wales	Letter to be sent on behalf of the Chair & Members to express the Committee's appreciation of the work being undertaken to support families to access the Childcare Offer.	Margaret Parry-Jones	Letter sent	Completed
3.10.19	Regional Learning Disability Service Report on Progress	Further information on the provision of sex education for young people with learning disabilities to be provided to the committee.	Kathryn Whitfield	To be confirmed	Ongoing

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SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 November 2019
Report Subject	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21
Cabinet Member	Leader and Cabinet Member for Social Care
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out the current financial forecast (considered by Cabinet in October) and the projected 'gap' in the Council's budget funding requirement for 2020/21. The full gap ahead of the budget solutions outlined in this report, and ahead of the Welsh Government Budget for 2020/21, stands at £16.2m.

A summary of the forecast and the changes to the forecast position previously reported is set out in this report.

The report provides an update on the national position and the Council's strategy to achieve a safe and balanced budget for 2020/21. Welsh Local Government requires a much-improved funding Settlement, and Flintshire is dependent on a significant uplift in our annual Revenue Support Grant (RSG) contribution if we are to be in a position to set a safe and legal balanced budget.

This report presents all of the proposed budget efficiencies, and the costs pressures to be included in the budget for 2020/21. The report highlights the specific efficiencies and cost pressures for Social Services for consideration by this Committee as part of its portfolio responsibilities. This is an interim budget closure report pending the completion of ongoing work on corporate finance options and resolution of the Welsh Government budget.

The report includes the following tables:

- Table 1: Updated Financial Forecast 2020/21
- Table 2: Portfolio Business Plan Efficiencies
- Table 3: Social Care Pressures
- Table 4: Social Care Efficiencies

RECOMMENDATIONS

1	That the Committee reviews and endorses the Social Services efficiency proposals for 2020/21.
2	That the Committee reviews and endorses the Social Services cost pressures recommended for inclusion in the budget for 2020/21.

REPORT DETAILS

1.00	MEDIUM TERM FINANCIAL STRATEGY FORECAST 2020/21																		
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>In April the financial forecast for 2020/21 based on known issues at that time, and excluding national funding scenarios showed a potential budget gap of £13.3m for 2020/21.</p>																		
1.02	<p>The Financial Forecast</p> <p>Over the summer, the forecast has been revised to take into account (1) changes to the pressures included in the April forecast and (2) new pressures which were not previously known or calculated. The impact of the changes has been to increase the budget gap by £2.854m to £16.174m.</p>																		
1.03	The revised forecast for 2020/21 is shown in Table 1 below.																		
1.04	<p>Table 1: Financial Forecast 2020/21</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Cost Pressure Group</th> <th style="text-align: right;">20/21</th> </tr> <tr> <th></th> <th style="text-align: right;">£m</th> </tr> </thead> <tbody> <tr> <td>Pay Inflation</td> <td style="text-align: right;">5.456</td> </tr> <tr> <td>Non-pay Inflation</td> <td style="text-align: right;">0.759</td> </tr> <tr> <td>Social Care Pressures</td> <td style="text-align: right;">5.574</td> </tr> <tr> <td>Education Pressures (non-pay)</td> <td style="text-align: right;">0.788</td> </tr> <tr> <td>Other Service Pressures</td> <td style="text-align: right;">1.376</td> </tr> <tr> <td>Repayment of Reserve from 2019/20</td> <td style="text-align: right;">2.221</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">16.174</td> </tr> </tbody> </table>	Cost Pressure Group	20/21		£m	Pay Inflation	5.456	Non-pay Inflation	0.759	Social Care Pressures	5.574	Education Pressures (non-pay)	0.788	Other Service Pressures	1.376	Repayment of Reserve from 2019/20	2.221	Total	16.174
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1.05	<p>The solutions available for 2020/21 can be divided into four groups:-</p> <ul style="list-style-type: none"> - National Funding - Portfolio Business Plans and Corporate Finance - Local Taxation and Income - Organisational Change 																		

1.06	<p>National Funding</p> <p>In early September, the UK Government delivered the outcome of its one-year spending review and set out its spending plans for 2020/21. The announcement advised of an increase of £593m for the Welsh Government budget above the 2019/20 baseline which represents a 2.3% increase.</p>																								
1.07	<p>Analysis undertaken by the Welsh Local Government Association (WLGA) has identified that the amount of cost pressures facing Councils across Wales in 2020/21 totals £254m - rising to around £739m by 2022/23. It is essential that these cost pressures are met in full by Welsh Government from the additional funding announced through the UK Spending Review for Welsh Local Government to be sustainable.</p>																								
1.08	<p>Portfolio Business Plan Efficiencies and Income</p> <p>Portfolio Business Plan efficiencies were shared at an internal Member Workshop in July. The total efficiencies for 2020/21 amount to £1.034m (of which £0.270m comes from income) as summarised in below.</p> <p>Table 2. Portfolio Business Plan Efficiencies</p> <table border="1" data-bbox="320 898 1385 1626"> <thead> <tr> <th>Portfolio</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td colspan="2">Previous Decisions</td> </tr> <tr> <td>Corporate</td> <td>0.000</td> </tr> <tr> <td>Social Services</td> <td>0.240</td> </tr> <tr> <td>Education & Youth</td> <td>0.014</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>0.240</td> </tr> <tr> <td>Planning & Environment</td> <td>0.091</td> </tr> <tr> <td>Housing & Assets</td> <td>0.000</td> </tr> <tr> <td>Sub Total - Existing</td> <td>0.585</td> </tr> <tr> <td colspan="2">New Decision*</td> </tr> <tr> <td>Education and Youth</td> <td>0.449</td> </tr> <tr> <td>Total Business Plan Efficiencies</td> <td>1.034</td> </tr> </tbody> </table> <p>*The efficiency under “New Decision” refers to income from the review of Post 16 transport which was approved at Cabinet on 18th June 2019.</p> <p>Portfolio Business Plans and Corporate Finance (1.13) efficiencies – Total £1.784m</p>	Portfolio	£m	Previous Decisions		Corporate	0.000	Social Services	0.240	Education & Youth	0.014	Streetscene & Transportation	0.240	Planning & Environment	0.091	Housing & Assets	0.000	Sub Total - Existing	0.585	New Decision*		Education and Youth	0.449	Total Business Plan Efficiencies	1.034
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1.09	<p>Local Taxation and Income</p> <p>The level of Council Tax increase will be modelled on a range of different scenarios as part of ongoing strategy with consideration of Welsh Government assumptions once known. If Council Tax were to increase in line with current assumptions of 6.5%, that would yield an additional £5.4m net of the impact on the Council Tax reduction scheme.</p>																								

	<p>The Council aims is to keep any increase in Council Tax to a maximum of 5% - a level which would yield an additional £4.3m (having made a deduction for an increase in the Council Tax Reduction Scheme - Council Tax Benefits). However, containing Council Tax at the level would require a much improved Settlement from Welsh Government.</p> <p>The Council is continuing to review its current fees and charges with the aim to reach full cost recovery for as many services as possible. A number of opportunities for new income generating activities are being considered which may provide additional income in the future. These will be reported and included once approved.</p>																
1.10	<p>Organisational Change</p> <p>Further options to be considered include the second phase of Alternative Delivery Models (ADM) and Digital Strategy as two main programmes of work for the medium term. No immediate yield can be relied upon for the 2020/21 financial year.</p>																
1.11	<p>Specific Portfolio Pressures</p> <p>Table 3. Social Care Pressures</p> <table border="1" data-bbox="336 920 1254 1384"> <thead> <tr> <th>Pressure</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>1) Social Services Commissioning</td> <td>1.643</td> </tr> <tr> <td>2) Transition to Adulthood</td> <td>0.656</td> </tr> <tr> <td>3) Extra Care Revenue costs</td> <td>0.492</td> </tr> <tr> <td>4) Social Services Specific Grant</td> <td>0.283</td> </tr> <tr> <td>5) One off efficiency dropping out</td> <td>0.030</td> </tr> <tr> <td>6) One off pressure dropping out (Work Opportunities)</td> <td>-0.063</td> </tr> <tr> <td>7) Out of County Placements *</td> <td>2.500</td> </tr> </tbody> </table> <p>* Joint pressure with Education & Youth</p> <ol style="list-style-type: none"> 1. Inflationary uplifts are agreed each year with the Council's care providers. The pressure reflects the latest information on sector pressures and current clients. 2. The cost of care packages for clients moving into adulthood is an ongoing cost pressure. The forecast reflects current information on predicted numbers of school leavers and past expenditure patterns. 3. The development of Marleyfield Residential Home together with the new Plas yr Ywen Extra Care Facility in Holywell is forecast to require additional revenue funding to support the additional clients coming into the service. 4. At the time of setting the 2019/20 budget, the Council received notification of additional specific funding for Social Services. However, the amount of grant received is less than was estimated. Therefore, the shortfall of £0.283m has now been included in the forecast. 	Pressure	£m	1) Social Services Commissioning	1.643	2) Transition to Adulthood	0.656	3) Extra Care Revenue costs	0.492	4) Social Services Specific Grant	0.283	5) One off efficiency dropping out	0.030	6) One off pressure dropping out (Work Opportunities)	-0.063	7) Out of County Placements *	2.500
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	<p>5. The 2019/20 budget included one off efficiencies for that financial year.</p> <p>6. Reduction in the annual cost for 2020/21 of the Learning Disabilities Work Opportunities/Day Centre contract.</p> <p>7. The in-year revenue monitoring position for 2019/20 has identified an increasing demand on the service due to additional placements and increased complexity. The cost pressure has been revised to £2.5m to reflect the increase. This pressure reflects clients within both Social Care and Education.</p>
1.12	<p>Inflation</p> <p>The current forecast includes projections for increases in inflation:</p> <ul style="list-style-type: none"> • Pay – includes an increase of 2% on current budgets together with the incremental impact of the new pay model; • Price inflation – included on a critical service need only basis with £0.025m set aside for specific pressures relating to increases in software licences; • Fuel –includes an increase of 3% on current budgets to reflect recent increases and current forecasts; • Energy – includes increases in energy which range with 9% for gas and 8% for electricity; and • Water and NNDR include increases at 4.5% and 3% respectively.
1.13	<p>Corporate Finance Efficiencies Employer Pension Contributions – efficiency of £0.500m</p> <p>The final outturn 2018/19 showed a £1m underspend in this area of which £0.600m was released to help balance the 2019/20 budget. This is a variable budget that will continue to be carefully monitored throughout the year but based on last year and early indications this year there is a further efficiency of £0.500m.</p>
1.14	<p>Inflation Review – Reduction of £0.250m</p> <p>A review has been undertaken on the level of inflation required in 2020/21. The initial MTFs assumed the same level of provision as 2019/20 (£0.759m including schools) which includes electricity, gas, fuel, water, street lighting, NNDR and price inflation for software licenses. The review has concluded that there is an efficiency of £0.250m available based on current intelligence.</p>
1.15	<p>Other Areas under review Actuarial Review - Clwyd Pension Fund</p> <p>The triennial actuarial review is nearing completion and detailed analysis is being undertaken on various scenarios. Once complete the financial implications will be reported to members and considered as part of the overall budget process. A ‘dividend’ is expected due to the high performance of the Clwyd Pension Fund over the past three years. As an employer we should be in a position to reduce our planned Fund deficit contributions due to the marked improvement in the funded-ness of the Fund.</p>

	<p>Single Person Discount A review of Council Tax payers in Flintshire who claim single occupancy discount will be undertaken later in the year. This is projected to bring in additional income during 2020/21.</p>																		
1.16	<p>Social Care Efficiencies Table 4. Social Care Efficiencies</p> <table border="1" data-bbox="320 427 1238 815"> <thead> <tr> <th data-bbox="320 427 1110 472">Efficiency</th> <th data-bbox="1110 427 1238 472">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 472 1110 510"></td> <td data-bbox="1110 472 1238 510"></td> </tr> <tr> <td data-bbox="320 510 1110 555">1) Regional Collaboration</td> <td data-bbox="1110 510 1238 555">0.030</td> </tr> <tr> <td data-bbox="320 555 1110 600">2) Reviewing Function</td> <td data-bbox="1110 555 1238 600">0.025</td> </tr> <tr> <td data-bbox="320 600 1110 645">3) Supported Living - Reduction in Voids</td> <td data-bbox="1110 600 1238 645">0.025</td> </tr> <tr> <td data-bbox="320 645 1110 689">4) Communications - Reduction in hardware</td> <td data-bbox="1110 645 1238 689">0.030</td> </tr> <tr> <td data-bbox="320 689 1110 734">5) Vacancy Management</td> <td data-bbox="1110 689 1238 734">0.030</td> </tr> <tr> <td data-bbox="320 734 1110 779">6) Strategic use of grant funding</td> <td data-bbox="1110 734 1238 779">0.100</td> </tr> <tr> <td data-bbox="320 779 1110 815">Total</td> <td data-bbox="1110 779 1238 815">0.240</td> </tr> </tbody> </table> <ol style="list-style-type: none"> 1. Reduction in staffing and operational costs from a joint collaboration with neighbouring local authorities. 2. Vacancy savings from across Adults Services which may include the Reviewing function. 3. Reducing the amounts paid in respect of voids where empty units within the properties which are rented from Registered Social Landlord's (RSL's) and used for provision of Supported Living from both internal and external service provision. 4. Reduction in IT hardware and Mobile Phone requirements following a review of current usage and future needs. 5. Vacancy savings will continue to occur naturally within the Social Care Sector and from implementing a closer scrutiny and challenge of the business case approval process for vacant positions, there will be consideration to make provision for a managed delay in refilling certain positions. 6. Maximising grants from Welsh Government through the Integrated Care Fund (ICF) to support those living with dementia and their families. Flintshire has led the way on supporting individuals and families to live full and independent lives for as long as possible. The authority have also supported the establishment of dementia friendly communities and a network of Memory Cafes which drive community activities around dementia support. 	Efficiency	£m			1) Regional Collaboration	0.030	2) Reviewing Function	0.025	3) Supported Living - Reduction in Voids	0.025	4) Communications - Reduction in hardware	0.030	5) Vacancy Management	0.030	6) Strategic use of grant funding	0.100	Total	0.240
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1.17	<p>Budget Summary, Process and Timeline</p>																		
1.18	<p>In summary a combination of corporate and portfolio efficiencies and income, the income derived from an acceptable level of Council Tax increase, and the 'dividend' from the actuarial review of the Clwyd Pensions Fund could generate a significant contribution to the forecast budget gap of £8.0-8.5M. The only remaining options to add to this contribution, dependent on the outcome of the Welsh Government budget would be (1) further review of the Clwyd Pension Fund employer</p>																		

	contributions in liaison with the Fund Actuary (2) sharing of schools cost pressures with schools themselves and (3) a higher level of Council Tax than the working assumption.
1.19	Service portfolio pressures and efficiencies are being presented to the set of Overview and Scrutiny Committee throughout November and December for review prior to Council receiving stage one of the annual budget on 10 December.
1.20	The Provisional Settlement for Local Government in Wales is expected on 26 November 2019. The Final Settlement is expected later than in previous years in February 2020. The finalisation and announcement of national budgets might be subject to delay due to the delay in the completion of the UK Government budget and the interceding of a short-notice General Election.
1.21	Completion of our budget setting process will be a role for Council at its meetings in January-March.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: The Revenue implications for the 2020/21 budget are set out in the report</p> <p>Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years – the capital programme for 2020/21 onwards will be subject to a separate report</p> <p>Human Resources: The implications for additional capacity or for any changes to current workforce structures or roles are set out in the report</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT		
3.01	In the absence of adequate funding being provided by Welsh Government there is a significant risk that the Council will not be able to meet its statutory obligation to set a balanced budget for 2020/21.		
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term</td> </tr> </table>	Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term
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Prevention	As above
Integration	Neutral
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts
Involvement	Communication with Members, residents and other stakeholders throughout the budget process
Well-being Goals Impact	
Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for Indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region
Resilient Wales	Continuation of services to support communities and encourage social cohesion will have a positive impact
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities
Cohesive Wales	Appropriate level of funding will support services working alongside partners
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, local schools, the workforce and trade unions is continuous.

5.00	APPENDICES
5.01	Appendix 1 – Summary of Pressures Appendix 2 – Summary of Efficiencies

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Medium Term Financial Strategy – Forecast 2020/21 – 2022/23 April 2019 Cabinet - http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4252&Ver=4&LLL=0

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p> <p>Financial Year: the period of 12 months commencing on 1 April</p>

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SUMMARY OF PRESSURES		Description
£m		
Pay / Workforce		
NJC Pay Award Estimate (Including Schools)	2.912	Pay inflation estimated at 2% for NJC employees plus incremental progression
Aura/Newydd Additional Pay Inflation	0.091	A contribution to pay indexation to contribute to the developing pay and reward policies of both organisations
Teacher Pay Award Estimate	2.413	Inflation based on pay award of 2.75% which has been confirmed
Pension Officer Post	0.040	Additional post to work within employment services as direct contact for pensions
Total - Pay / Workforce	5.456	
Inflationary Pressures - Non Pay		
Inflation - Non Pay	0.759	Inflation for Energy, Fuel, Water and NNDR
Total - Inflationary Pressures - Non Pay	0.759	
Social Services Pressures		
Social Care Commissioning	1.643	Estimated inflationary increase for the Councils care providers
Out of County Placements	2.500	Pressure to reflect the increase in the number and complexity of placements
Transition to Adulthood	0.656	Pressure for the cost of care packages for clients moving into adulthood
Marleyfield and Holywell Extra Care Revenue Costs	0.492	Additional revenue funding to support additional clients
Social Services Specific Grant	0.283	Shortfall between estimated grant and actual grant received in 2019/20
Total - Social Services Pressures	5.574	
Education & Youth Pressures		
Additional Learning Needs (ALN) - Senior Learning Advisor Exclusions	0.072	Additional capacity to address the increase in exclusions from schools
Additional Learning Needs Education Tribunal Act (ALNET)	0.015	Pressure from ALN reform in 2020/21
ALN 1:1 Support - Schools Delegated Budget	0.400	Additional resource to for 1:1 support as a result of implementation of ALN
Demography	0.230	Pressure resulting from demographic change in 2020/21
Youth Justice	0.071	Additional capacity to address effective school focused youth work
Total - Education & Youth Pressures	0.788	
Other Pressures		
MRP - Existing	0.300	Annual increase to fund the cost of the change to MRP policy in March 2018
Further borrowing costs for Capital Programme	0.039	Additional revenue costs associated with new 21st C School programme
Transportation	0.700	Pressure relating to school transport due to increase in numbers of pupils and routes
Parking & Enforcement	0.178	Lower than anticipated income from car park charges
Empty Properties	0.070	Revenue costs of an officer previously funded by capital
Rent Shortfall Pressure	0.140	Shortfall in rental income following disposal of properties
One off efficiencies dropping out (19/20)	0.030	Efficiencies included in 2019/20 budget that were one off only
Temporary Accommodation	0.040	Previous years efficiency no longer achievable
Review of Financial Assessments	0.030	Remainder of previous years efficiency no longer achievable
Foster Cares Discount Scheme	0.092	Cost of implementation of scheme to provide more benefits to local foster carers
Enforcement Officer	0.041	Additional post due to withdrawal of committal as a recovery tool by WG
Growth Deal Contribution	0.050	Annual contribution to the North Wales Regional Growth deal
Unachieved Efficiency for Income	0.100	Remainder of income target estimated at 2020/21
Unachieved Efficiency for Workforce Costs	0.100	Remainder of £0.250m efficiency for workforce cost reduction
Citrix Licencing	0.126	Increase in Citrix licencing costs in 2020/21
One Off Pressures dropping out (19/20)		
Local Development Plan Pressure	(0.172)	
North Wales Regional Waste Partnership	(0.425)	
Work Opportunities Pressure	(0.063)	
Total - Other Pressures	1.376	The budget for 2019/20 included a number of one off pressures that will drop out in 2020/21.
Repayment of Reserve from 19/20 budget	2.221	Reserves utilised in 2019/20 budget which are one off only
TOTAL	16.174	

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PORTFOLIO BUSINESS PLAN EFFICIENCIES AND INCOME

Portfolio	£m
Existing	
Corporate	0.000
Social Services	0.240
Education & Youth	0.014
Streetscene & Transportation	0.240
Planning & Environment	0.091
Housing & Assets	0.000
SUB TOTAL - EXISTING	0.585
New Decisions	
Education & Youth	0.449
TOTAL - EXISTING & NEW	1.034

SOCIAL SERVICES EFFICIENCIES

Efficiency Title	Description	£m
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Existing

SOCIAL SERVICES		
Regional Collaboration - Wrexham CBC	Reduced posts	0.030
Reviewing function	Reduction of post	0.025
Supported Living	Reduction in voids	0.025
Communications	Reduction in mobile hardware	0.030
Vacancy management savings	Appropriate deferral of recruitment	0.030
Strategic use of grant funding	Core Funding replacement solution	0.100
TOTAL - SOCIAL SERVICES		0.240

EDUCATION & YOUTH EFFICIENCIES

Efficiency Title	Description	£m
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Existing

EDUCATION & YOUTH		
Integrated Youth Provision	General reduction in variable cost spend across cost centres to achieve a 3% efficiency.	0.014

SUB TOTAL - EDUCATION & YOUTH	0.014
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New Decisions

Other		
Discretionary Transport Review	Introduction of charging for Post 16 Transport	0.449

TOTAL - EDUCATION & YOUTH	0.463
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STREETSCENE & TRANSPORTATION EFFICIENCIES

Efficiency Title	Description	£m
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Existing

STREETSCENE & TRANSPORTATION		
Fleet Services	Income from external works	0.010
Waste Services	Garden Waste Charges - anticipated increase in volume	0.030
Waste Services	NWRWTP Gate Fee Benefit	0.200
TOTAL - STREETSCENE & TRANSPORTATION		0.240

PLANNING & ENVIRONMENT EFFICIENCIES

Efficiency Title	Description	£m
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Existing

PLANNING & ENVIRONMENT		
Countryside & Conservation / Wepre Park	Charges and additional tree income	0.010
Development Management	Increased Planning Fee income	0.015
Minerals & Waste Shared Service	Adoption of new SLA with partners	0.005
Review of Pest Control Service, Trading Standards Investigations and Community Safety	Service review including options for ADM	0.035
Countryside & Conservation / Wepre Park	Review of Spending	0.017
Portfolio Admin Supplies & Services Review	Review of spending	0.005
Regeneration - Business Development, Housing Regeneration & Strategy and Markets	Review of spending, service review	0.004
TOTAL - PLANNING & ENVIRONMENT		0.091

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SOCIAL AND HEALTH CARE OVERVIEW SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th November, 2019
Report Subject	Innovation to reduce reliance on out of county placements
Cabinet Member	Cabinet Member – Social Services
Report Author	Chief Officer (Social Service)
Type of Report	Operational

EXECUTIVE SUMMARY

In July 2019 the joint Education and Social Services and Health Care Overview Scrutiny approved our Support and Placement Strategy 2019 – 2022. The Strategy sets out our priorities to:

1. Safely reduce the number of children who need to be looked after.
2. Support looked after children in local high quality placements.
3. Improve outcomes for looked after children.

A range of actions were agreed as part of the Strategy. This report provides a focus on the areas of innovation that are taking place to deliver transformational change and the difference this work will make.

RECOMMENDATIONS

1	Committee reviews the programme of innovation aimed at reducing reliance on out of county placements
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REPORT DETAILS






1.00	EXPLAINING INNOVATION TO REDUCE RELIANCE ON OUT OF COUNTY PLACEMENTS
1.01	The pressures relating to our out of county budget are significant both in terms of finding appropriate placements for our children and young people

and the financial impact for the local authority. There is no single solution to a national challenge. In Flintshire we are working to both reduce the need for children to enter the care system, whilst ensuring that there is placement sufficiency for those children who need support. Appendix 1 provides a report prepared for CROSC setting out the challenges faced.

1.02 The report provided CROSC with a high level summary of:

- the challenges facing Children’s Social care nationally and locally
- the associated financial pressures
- current and planned work to manage expenditure
- the need for additional financial investment from Welsh Government

and explored 5 central themes:

				
Increasing Demand	Insufficient Placements	Workforce Pressures	Finances	Solutions
<ul style="list-style-type: none"> • Societal issues • Crime & exploitation • Poverty • Legal changes • Complexity of need 	<ul style="list-style-type: none"> • Foster care • Residential Care • High cost placements 	<ul style="list-style-type: none"> • Experience • Stability • Agency 	<ul style="list-style-type: none"> • Growing costs • Placements • Legal costs 	<ul style="list-style-type: none"> • Early & targeted support • Investing in foster care • Commissioning • Resilience • National ask

1.03 This report provides an overview of the innovation we are driving forward to secure transformational change in delivering our Support and Placement Strategy. This work is summarised in the following 1 page overview, appendix 1

2.00 RESOURCE IMPLICATIONS

2.01 The Service is responding to, and managing significant pressures that are testing resilience with a shortfall in national funding. Pressures include the a growing volume and complexity of demand, with increasing numbers of older children entering the care system, often requiring high cost residential care placements, that are in short supply. A Care Crisis Review across England and Wales reported in 2018. The Review was commissioned in response to the growing number of children entering the care system. The review supported a call for central Government to make up an identified £2 billion shortfall in children’s social care.

2.02 Without investment in innovation and new approaches to service delivery the number of children requiring residential and IFA placements will continue to grow at an unsustainable rate with untenable financial consequences.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	All budget pressures and solutions are risk assessed stage by stage. The increasing cost of residential care for a relatively small cohort of young people is having a disproportionate impact on service budgets and risks the opportunity to invest in more preventative services.
3.02	The initiatives to develop the Mockingbird approach to Fostering and the development of residential provisions have their own risk procedures and associated controls.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None

5.00	APPENDICES
5.01	Appendix 1 - One page overview
5.02	Appendix 2 – Corporate Resources OSC report Sept 19

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>i https://www.frg.org.uk/images/Care_Crisis/CCR-FINAL.pdf</p> <p>Contact Officers: Craig Macleod Telephone: 01352 701313 E-mail: craig.macleod@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Looked After Child - Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe ‘accommodated’ children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.</p> <p>Independent Fostering Agency (IFA) - The main functions of an independent fostering agency are to recruit, assess, approve, train, support, supervise and review foster carers who will then be put forward to look after children local authorities are responsible for. IFA’s charge local authorities a weekly fee for placements made under these arrangements.</p>

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What is the problem? What needs to change?	What are we doing to effect change?	What will look or feel different if we do these things?	What longer term outcomes will result if we succeed?
<ol style="list-style-type: none"> 1. Increasing numbers of children are entering care, including a significant number with emotional and behavioural difficulties (EBD) entering care in a crisis with complex needs met largely through out of area residential placements. 2. There are extremely limited options for emergency accommodation to assess a child's needs before being placed more permanently or returning home. 3. We need to attract and support more foster carers to support more children, with greater needs 4. Unaddressed Adverse Childhood Experiences (ACEs) and child EBD both contribute significantly to the need for care and support. 5. Family support can be provided in a fragmented way by different agencies who are not yet working sufficiently closely together to meet these needs effectively, including where families are in crisis. 6. Children and young people, including those with care and support needs, even those in crisis / on the edge of care, find it very difficult to get help with their emotional health and wellbeing / mental health needs. 	<ol style="list-style-type: none"> 1. Flintshire's Early Help Hub provides coordinated support. 630 families supported April – Sept 19. 2. Family Group Conferencing supports families to develop their own solutions. 182 families referred for support between April –September 2019. 3. The Mockingbird Model of fostering will extend our fostering provision. Our ambition is to develop up to 5 Hubs over 3 years supporting 80 children. 4. A FAST (Family Assessment Support Team) Team will provide 'rapid response' assessment and support for children on the edge of care The Team will include a clinical psychologist and family therapist. 5. 2 additional long term placements at Arosfa for children with complex needs. 6. In 2020/21 we will launch a short term residential service to i) promote effective return home for children on the edge of care and ii) enable a comprehensive multi-disciplinary assessment for children who cannot return home, to inform the most appropriate move-on placement and support package 	<ol style="list-style-type: none"> 1. More children and families receive effective, targeted help to address their ACES and promote their individual and family resilience at an early stage (before a crisis) 2. Improved including more timely, accessible and effective responses to the emotional health and wellbeing needs of children and young people, including those on the edge of care 3. Community children's workforce feeling more confident about responding to children's complex (EBD) needs and about managing risk effectively together to avoid the need for care (and support) 4. Children and families in crisis experience responses that are more timely, therapeutic and appropriate to their needs 5. Reunification is considered carefully and more routinely as an option for children on the edge of care / who have entered care in a crisis 6. There are more options for supporting the safe reunification of children with parent(s) 	<ol style="list-style-type: none"> 1. Children and young people receiving therapeutic supports have improved emotional health and wellbeing 2. Fewer Children require registration on the Child Protection Register 3. Fewer care proceedings are required 4. Fewer children need to become looked after for a significant period of time 5. More children are reunified successfully with their parent(s) after a short period of being looked after 6. More children requiring a placement are supported through in house Fostering 7. Fewer placements for looked after children break down 8. Fewer children require an independent residential placement for their long-term care 9. Fewer children are placed in residential care out of area 10. Fewer children are admitted to hospital in a mental health crisis 11. Fewer children are permanently excluded from school

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CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

Date of Meeting	Thursday 19 th September 2019
Report Subject	Budget Monitoring Report 2019/20 - Significant Variances - (Social Services and Out of County Placements)
Cabinet Member	Cabinet Member - Social Services
Report Author	Corporate Finance Manager and Chief Officer for Social Services
Type of Report	Operational

EXECUTIVE SUMMARY






The Interim Budget Monitoring Report was considered at Corporate Resources Overview & Scrutiny Committee on 11th July. The report was accepted and the Committee also resolved that at the next meeting it would like to concentrate on the projected overspends within Social Care, Out of County Placements and Streetscene.

The following report provides further background on these service pressures within Children's Social Services and Out of County Placements.

RECOMMENDATIONS

1	That the Committee reviews and comments on the portfolio financial pressures within Children's Social Care and Out of County Placements
2	That Committee consider, and support, a case being made to Welsh Government for assistance in meeting the high costs of residential care for children with complex needs. This support is needed whilst we develop more cost effective, local placement options to respond to growing demand.

REPORT DETAILS

1.00	INTRODUCTION				
1.01	Over the past years demand for children's social care services has risen dramatically. Increased demand is creating significant cost pressures for local authorities across the UK. The unsustainable nature of funding for children's social care is a national issue with press coverage reflecting the challenge faced:				
1.02	BBC Wales: " Children's social services in Wales 'near crisis' " ⁱ				
1.03	Local Government Association: "Children's care crisis: councils forced to overspend almost £800m on children's social care" ⁱⁱ				
1.04	This report provides a high level summary of: <ul style="list-style-type: none"> • the challenges facing Children's Social Care nationally and locally • the associated financial pressures • current and planned work to manage expenditure • the need for additional financial investment from Welsh Government 				
1.05	The report explores 5 central themes:				
					
Increasing Demand		Insufficient Placements	Workforce Pressures	Finances	Solutions
<ul style="list-style-type: none"> • Societal issues • Crime & exploitation • Poverty • Legal changes • Complexity of need 		<ul style="list-style-type: none"> • Foster care • Residential Care • High cost placements 	<ul style="list-style-type: none"> • Experience • Stability • Agency 	<ul style="list-style-type: none"> • Growing costs • Placements • Legal costs 	<ul style="list-style-type: none"> • Early & targeted support • Investing in foster care • Commissioning • Resilience • National ask
2.00	Increasing Demand				
2.01	Demand for children's social care has grown significantly. Over the last 2 years referrals have increased by 30%. We are seeing an increase in complexity; whereas in 2016/17 37% of referrals went on to have 'care and support' or 'child protection' services, this has risen to 43%. We also know that the data for children receiving care and support from social services				

	indicates that children in Flintshire in 2018 had a higher percentage of mental health problems (21%) compared to the Welsh average (14%) for children aged 10 or over.
2.02	Notably this demand is reflected in our looked after children population which has grown significantly. The last 8 years have seen a 57% increase in the number of looked after children rising from 160 children in 2011 to our current level of 251 looked after children (a net gain of 91 children). The last 18 months have seen a particular pressure point with an additional 32 children entering the formal care system (rising from 219 children in 2018 to a total of 251 children). It is of note that even with this large increase Flintshire's rate of looked after children is below the Welsh average.
2.03	The National Audit Office confirm that "quantifying demand for children's social care is complex. There is no single objective measure of the volume of children who need or who might benefit from support or intervention." ⁱⁱⁱ Locally we know that there are reoccurring themes/pressures that impact on the demand for our services, and children becoming looked after. There are 3 significant influences:
2.04	<p>Societal Issues / Parental Capacity</p> <p>Children are more likely to be looked after where there is a presence of domestic abuse, parental substance misuse and/or mental health (known as the 'trigger trio'). Recent research has identified that these factors within a local authority population can account for a variance of 24% in the looked after population^{iv}. The 'trigger trio' are the most prominent feature of referrals to Children's services in Flintshire. Data from Public Health Wales confirms that the cohort of children receiving care and support from social services in Flintshire have high percentages of exposure to:</p> <ul style="list-style-type: none"> • parental substance or alcohol misuse: Flintshire 37%/ Wales 28% • parental mental ill health: Flintshire 45%/ Wales 32% • domestic abuse: Flintshire 39%/ Wales 26% <p>Diminished parental capacity to appropriately support their child's development, and keep them from harm, is creating significant demand on early help services as well as necessitating proceedings to bring children into the care system.</p>
2.05	<p>Crime & Exploitation</p> <p>The exploitation of young people is a significant, growing and ever changing landscape. Flintshire's geographic location makes it susceptible to both organised crime originating from cities in North West England as well as local criminal activity. Organised crime takes the form of child criminal exploitation (County Lines), knife crime, child sexual exploitation (CSE), as well the adverse impact of drug and gang related crime. Recent press coverage identifies the push from drug gangs to find new markets within easy commuting distance of their home cities. Locally, young people are often coerced, groomed and threatened with violence to take part in Class A drug dealing.</p>
2.06	<p>Poverty/ Deprivation</p> <p>There are strong (but not necessarily causal) relationships between deprivation and the local rates of children looked after. The most deprived</p>

	<p>areas typically having higher rates of children looked after.^v The Welsh Index of Multiple Deprivation Map shows that there are some key areas of Flintshire that are indicated as ‘most’ deprived and ‘next most’ deprived; these mostly appear along the coastline and into areas of Connah’s Quay and Queensferry. This includes specific areas such as Talacre, Mostyn, Holywell, Greenfield, Bagillt, Flint, Connah’s Quay and Shotton. The prevailing professional opinion is that impact of austerity, poverty, deprivation and welfare reform are contributing to the demand for social care support from some of society’s most vulnerable families.</p>
2.07	<p>Another relevant factor is the clear expectations and parameters set by the Judiciary for local authorities in relation timelines and interfaces with the family court. Within this framework applications for care orders are occurring at a higher rate in Wales, than England, and the conversion rate into resulting care orders is also higher. Once looked after we are seeing growing levels of court directed arrangements for us to facilitate contact between looked after children and their parents, with a resultant financial pressure.</p>
2.08	<p>Insufficient Placements</p> <p>There is a need to make sure that children are living in the right setting, with the right support, so that they are able to stay there and feel happy. The ‘Keeping Safe: An analysis of the outcomes of work with sexually exploited young people in Wales’ report published in 2019 identifies that “Residential care and foster care can be equally positive. The best home-from-home depends on the young person, their wishes, their support needs, and the reasons behind the need to take a child or young person into local authority care.”^{vi} Ensuring a sufficient supply of placements options is integral to meeting the needs of children. However, the pace in the growth of looked after children has directly impacted on placement availability and choice locally, regionally and nationally.</p>
2.09	<p>Across North Wales in house foster placements are at capacity. Initiatives to recruit more foster carers have struggled to keep pace with demand and to attract foster carers in the areas where is greatest demand i.e. for older children, sibling groups and children with complex needs. The increasing looked after population has meant that there is very limited independent fostering agency capacity meaning that there is an increased reliance on residential provision. Commissioning options are therefore limited and we are working an on authority, regional and all Wales footprint to secure medium term market realignment. Flintshire has played an integral role in developing a North Wales regional market position statement and have signed up to the national Children’s Commissioning Consortia Cymru to help reshape and strength commissioning. However, this is within the context of ‘under supply’ and high demand for placements making this a market led provision, including price setting.</p>
2.10	<p>Workforce Pressures</p> <p>Working in Children’s services is a rewarding, challenging, ever-changing and constant affirming role. However, attracting and retaining children’s social workers is a challenge. The average social work career lasts less than eight years, compared with 16 for nurses and 25 for doctors^{vii}. In Flintshire we are fortunate to have solid retention rates, but staff report on the challenge of the pace and complexity of work. We do have challenges</p>

	<p>in attracting staff who meet our thresholds for capability and competency. This is a national issue. Nationally, there has been a 61% increase in vacancies for children's social workers and a 64% increase in the number of agency children's social care workers^{viii}. However, agency staff haven't been able to plug the gaps. Excluding positions covered by agency social workers, full-time equivalent vacancies have increased by 12%.</p>
2.11	<p>To enable us to respond to child protection referrals and to meet statutory requirements we do employ agency staff, keeping numbers and length a contract as low as possible. The costs associated with agency staff results in a cost pressure.</p>
2.12	<p>Finance -It is not surprising that the service demands and pressures are leading to direct financial overspends. Children's Services is projected to be £0.963m overspent:</p>
2.13	<p>Family Placement is projected to be £0.309m overspent. There is a direct correlation between our increasing looked after population and the cost of additional fostering placements. The main pressure areas are payments for foster care and agencies and special guardianship payments.</p>
2.14	<p>Professional Support is projected to be £0.227m overspent. To support adequate levels of child protection the established staffing structure needs to be maintained at the required level as much as is possible. Vacancies therefore need to be minimised and challenges to recruitment leads to the usage of agency staff, this leads to an increase in costs as agency rates are higher than non-agency staff. The use of agency staff is kept to a minimum as much as possible but it is not possible to avoid altogether.</p>
2.15	<p>Family Support is projected to be £0.113m overspent due to the number of court directed contact sessions, which require attendance by support workers. Historically sessional workers were used to attend contact sessions when the need arose, however the need to call upon sessional workers has increased to a point whereby under employment regulations the sessional workers are required to be issued fixed term contracts. Work is ongoing to review the hours of the fixed term contracts and to reduce these where possible.</p>
2.16	<p>Legal and Third Party is projected to be £0.307m overspent due to legal costs and direct payments. Legal costs are £0.180m overspent due to the number of cases going through the courts (and the associated court fees) and the need to commission external legal representation at court.</p>
2.17	<p>Commissioning arrangements are informed by the complexity of the case/issues and capacity within our own Legal Services. Capacity is challenged within the context of increasing numbers of looked after children, an increase in the number of proceedings (some of which are driven by the judiciary expectation of when we issue cases), the complexity of cases and a high percentage of cases that have been listed as urgent applications (although high our data is in line with the rest of Wales).</p>
2.18	<p>Direct payments are projected to be £0.140m overspent. The Council are legally obliged to offer direct payments and this service has recently seen an increase in demand aligned to the volume of families needing support to</p>

	help prevent their problems from escalating and to develop their resilience and capacity to appropriately support their children, these families are often described as being on the 'edge of care'.								
2.19	Out of County Budget: The most significant financial pressures are within the Out of County budget. Placements allocated to the Out of County budget are all those commissioned by the local authority through a registered Social Care/Education provider. This includes independent fostering and residential care located within Flintshire and outside of the local authority boundary. It is of note that 84% of looked after children are placed in Flintshire or in a neighbouring authority.								
2.20	The cost of external provision significantly outweighs the cost of in house foster care: <table border="1" data-bbox="304 667 1332 891"> <thead> <tr> <th>Placement Type</th> <th>Cost banding per week</th> </tr> </thead> <tbody> <tr> <td>In House fostering</td> <td>£461 (£24k per year)</td> </tr> <tr> <td>Independent Fostering Agency (IFA)</td> <td>£846 (£44k per year)</td> </tr> <tr> <td>Residential Care</td> <td>£3,500 - £10,000 (£182k - £520k per year)</td> </tr> </tbody> </table>	Placement Type	Cost banding per week	In House fostering	£461 (£24k per year)	Independent Fostering Agency (IFA)	£846 (£44k per year)	Residential Care	£3,500 - £10,000 (£182k - £520k per year)
Placement Type	Cost banding per week								
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Residential Care	£3,500 - £10,000 (£182k - £520k per year)								
2.21	The Out of County and Social Services budgets are influenced by: <ul style="list-style-type: none"> • the numbers of children becoming looked after • the type of placement available to support the needs of looked after children including the availability of appropriate family members to care for them • the respite needs of parents of disabled children • the education needs of children who require day placements • the education needs of children who requires teaching assistant support 								
2.23	There are 181 children currently supported through the Out of County budget. There are 104 children whose needs are wholly Education related, 42 which are wholly Social Services and 35 which are partly Social Services and partly Education.								
2.24	The following table provides an overview of costs and numbers aligned to the Out of County budget at month 4:								

2.25

Out of County Placements 2019/20 Month 4 position - analysis of costs and numbers

	Children's Services		Education		Total :	
	£(m)	no.	£(m)	no.	£(m)	no.
Residential Placements						
* within Flintshire	2.522	16	0.458	12	2.980	16
* Out of County	2.935	22	0.837	18	3.772	22
Independent Fostering Agencies	1.319	34	0.030	2	1.349	34
Respite Placements	0.079	5	0.088	3	0.167	5
Education day placements and Teaching Assistant support						
* within Flintshire	0	0	0.496	13	0.496	13
* Out of County	0	0	2.465	91	2.465	91
Other cost influences	0.004		-0.206		-0.202	
Total for "Out of County" service	6.859	77	4.168	139	11.027	181
Current budget allocation :	5.288		3.745		9.033	
Projected Overspend :	1.571		0.423		1.994	

Notes:

The total numbers of placements don't add across due to some placements being costed partly to Social Services and partly to Education.
 'Other cost influences' predominantly relate to recoupment income from other LA's out of county placements at FCC schools

2.26

The costs aligned to the Out of County budget have grown significantly in 2019/20. This is within the context of an overall reduction in the number of children supported in residential care. Key influences/issues:

- residential placements have reduced but Provider costs increased
- Provider costs are aligned to increases in the cost of care provision, an increase in the complexity and support needs of children and young people and reflect placement demand/market conditions
- 2 residential placements in 2018/19 were short term with new placements in 2019/20 being full year
- a rebalance from residential care to independent fostering agencies

Placement Type	Number 18/19	Number 19/20
Residential Placements		
* within Flintshire	14	14
* Out of County	23	20
Independent Fostering Agencies	28	32

Residential – Within Flintshire:

- Comparable numbers but significantly higher costs in 2019/20 with an increase of +£0.341m for Children's Services
- The group includes 12 children who feature in both years with actual costs of £1.683m in 2018/19 and projected costs of £1.802m in 2019/20 (an increase of £0.119m)
- There were 2 placements in 2018/19 costing a total of £0.121m who don't feature in 2019/20
- There are 2 new placements in 2019/20 with projected costs of £0.343m therefore an increase of £0.222m

	<ul style="list-style-type: none"> Placement length is obviously a significant variable. The 2 new placements in 2019/20 are projected for 51 and 52 weeks each, whereas the 2 which ended in 2018/19 were both for 21 weeks only <p>Residential – Out of County</p> <ul style="list-style-type: none"> Decrease of 3 placements but increase in costs of £0.685m <p>Independent Fostering Agencies</p> <ul style="list-style-type: none"> An increase of 4 placements and costs up by £0.533m The increase of 4 is within the context of a reduction in residential placements and an additional 10 children becoming looked after in 19/20. <p>The analysis highlights the growing cost of placements and the associated impact on budget which is outweighing measures which seek to manage demand and reduce reliance on out of county residential provision.</p>
2.27	<p>Placement and support decisions are made through an Out of County Panel comprising of senior staff from Social Services, Education and Health. Given the complex needs of some of the young people supported some cases are also joint funded by Health. A recent internal audit of the Panel arrangements concluded that processes and associated governance controls were robust.</p>
3.00	<p>Solutions</p>
3.01	<p>There is no single strategy to manage the financial pressures facing children’s social care. Many of the influences are outside the control of the local authority. However, there are clear measures that can assist and to this end we have developed approaches to:</p>
3.02	<p><u>Support resilient families:</u> through the establishment of a multiagency Early Help Hub to target early support to families with greater levels of need and the work of a statutory Targeted Support Team to support families on the edge of care.</p>
3.03	<p><u>Combat exploitation:</u> through the establishment of a strategic and operational MET group. MET is Missing, Exploitation and Trafficking forums where agencies share appropriate intelligence, agree risk management and action to prevent exploitation and protect vulnerable children and young people. We have also developed a Missing Co-ordinator role. This person meets young people to understand why they went missing, where they have been going and who with.</p>
3.04	<p><u>Attract Foster Carers:</u> through the implementation of new policies (Foster Friendly Council, Council Tax discount scheme) and developing new models of foster care (Mockingbird) to expand the cohort of foster carers and the type of placements they offer.</p>

3.05	<u>Reshape the Residential Market</u> ; through close working with local Providers with a view securing local placements for the local population. We have developed positive relationships with the market which is positively enabling us to have a greater opportunity to make local placements where they are needed.
3.06	<u>Maximising local housing options</u> : working closely with Housing we are exploring options for meeting the needs of specific cohorts of young people through local support and accommodation provision.
3.07	<p>We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on 3 core work streams:</p> <ul style="list-style-type: none"> • To safely reduce the number of children who need to be looked after • To support looked after children in local high quality placements • To improve outcomes for looked after children <p>This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.</p>
3.08	The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.

4.00	RESOURCE IMPLICATIONS
4.01	The Service is responding to, and managing significant pressures that are testing resilience with a shortfall in national funding. Pressures include a growing volume and complexity of demand, with increasing numbers of older children entering the care system, often requiring high cost residential care placements that are in short supply. A Care Crisis Review ^{ix} across England and Wales reported in 2018. The Review was commissioned in response to the growing number of children entering the care system. The review supported a call for central Government to make up an identified £2 billion shortfall in children’s social care.
4.02	It is suggested that specific support is needed from Welsh Government to help alleviate significant financial pressures associated with the cost of residential care for children with complex needs, whilst we implement our approaches to reducing our looked after population and secure most cost effective, local placement options.
4.03	The Children’s Services variances totalling £0.963m need to be considered across the wider financial position for Social Services for any potential budget virement opportunities, prior to being considered as additional pressures in the MTFS for 2020/21.

4.04	<p>There are no practical mitigations for addressing this within the service through direct action by way of commissioning practice which is already achieving the optimum position in terms of costs within a market where the providers have supply and demand conditions very much in their favour. There is also no scope for mitigation within the same service area or portfolio.</p> <p>The anticipated final pressure in 2019/20 is currently expected to be £1.994m as per the Month 4 budget monitoring forecast although the service is very much exposed to volatility arising from the wide range of demand influences.</p> <p>A pressure of £1.156m is currently within the MTFs forecast for 2020/21, therefore there is a shortfall of £0.838m based on the current Month 4 projected overspend.</p>
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5.00	CONSULTATIONS REQUIRED / CARRIED OUT
5.01	None

6.00	RISK MANAGEMENT
6.01	All budget pressures and solutions are risk assessed stage by stage. The increasing cost of residential care for a relatively small cohort of young people is having a disproportionate impact on service budgets and risks the opportunity to invest in more preventative services.

7.00	APPENDICES
7.01	None.

8.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
8.01	<p>i https://www.bbc.co.uk/news/uk-wales-43951732</p> <p>ii https://www.local.gov.uk/about/news/childrens-care-crisis-councils-forced-overspend-almost-ps800m-childrens-social-care</p> <p>iii https://www.nao.org.uk/report/pressures-on-childrens-social-care</p> <p>iv, v Analysis of the Factors Contributing to the High Rates of Care in Wales, Wales Centre for Public Policy: https://www.wcpp.org.uk/wp-content/uploads/2019/05/190715-Analysis-of-Factors-Contributing-to-High-Rates-of-Care-REVISED.pdf</p> <p>vi https://www.cardiff.ac.uk/research/explore/find-a-project/view/1513282-keeping-safe</p> <p>vii https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts</p> <p>viii https://www.instituteforgovernment.org.uk/explainers/childrens-social-care-10-key-facts</p> <p>ix https://www.frg.org.uk/images/Care_Crisis/CCR-FINAL.pdf</p> <p>Contact Officers: Craig Macleod Gary Ferguson Telephone: 01352 701313 01352 702271</p>

E-mail:	craig.macleod@flintshire.gov.uk gary.ferguson@flintshire.gov.uk
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9.00	GLOSSARY OF TERMS
9.01	<p>Looked After Child</p> <p>Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.</p>
9.02	<p>Special Guardianship</p> <p>A Special Guardianship Order (often known as an SGO) is a legal order where the court appoints a carer – usually a relative – as the 'Special Guardian' of a child until they turn 18. The Special Guardian will have parental responsibility for the child. The intention is that the special guardian will have clear responsibility for all the day to day decisions about caring for the child or young person and their upbringing. Unlike adoption, the order retains the basic legal link with the parents. They remain legally the child's parents, though their ability to exercise their parental responsibility is limited. Local authorities must have services to support Special Guardians in their area. Financial support from the local authority is in the form of a means-tested Special Guardianship Allowance</p>
9.03	<p>Contact</p> <p>Arrangements approved by the court for looked after children to have contact with key people involved in their lives e.g. family, friends to enable a continued relationship to exist between them.</p>
9.04	<p>Direct Payment</p> <p>People who are assessed as needing support have a right to ask for a direct payment instead of having the support arranged by the local authority. Direct payments can give families greater choice and control over the support they receive and how it's provided, within a framework that is agreed by the local authority.</p>
9.05	<p>Independent Fostering Agency (IFA)</p> <p>The main functions of an independent fostering agency are to recruit, assess, approve, train, support, supervise and review foster carers who will then be put forward to look after children local authorities are responsible for. IFA's charge local authorities a weekly fee for placements made under these arrangements.</p>





SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th November 2019
Report Subject	Hospital avoidance
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

This report explains the methods used to support people in their own homes with a view to avoiding hospital admission.

RECOMMENDATIONS

1	The committee endorses the work we do supporting people and their families at home, avoiding hospital admissions.
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REPORT DETAILS

1.00	EXPLAINING METHODS OF HOSPITAL AVOIDANCE
1.01	All new requests for support from Social Services come via Single Point of Access. Requests are taken from members of the public and any health professional involved with a person or family.
1.02	At the first point of contact information is gathered and the Single Point of Contact Officer will have a "What Matters" conversation. The information gathered will then inform which area of Social Services is best placed to visit a person to have a more in depth assessment of their current situation.

1.03	The person could be allocated to a Social worker or Occupational therapist or both. An assessment would take place and decision then made as to who can best support the person .This could be practical support or equipment or both.
1.04	There are a number of teams within Social Services whose aim is to support people to remain living in their own homes. These include social work teams , occupational therapy teams , reablement teams, reviewing team, to name a few .
1.05	These teams are able to identify people who are experiencing a short term period of illness. Short term illness could be categorised as follows; as an example - <ul style="list-style-type: none"> • Acute Infection • Increased confusion and disorientation due to temperature and infection • A Fall or decreased mobility • Issues relating to low blood pressure • Unstable Diabetes and blood sugar monitoring • Monitoring a person that has had a change in medication
1.06	Where possible and if it is safe to do so and with consent we will put in services to support the person to stay at home. We will work with health colleagues to do this as appropriate.
1.07	For people already known to us and are currently in receipt of support we are able to use a flexible arrangements to increase and tailor support as required responding to the individual need.

2.00	RESOURCE IMPLICATIONS
2.01	Residents of Flintshire have access to a number of different resources that promote hospital avoidance.
2.02	<p>Community Resource Team This team comprises of Social Worker, Advanced Nurse Practitioner, Physiotherapist, Occupational and a number of generic health care workers.</p> <p>They provide an extended service to Flintshire residents covering 7 days a week, 8am to 8pm Monday to Friday and 8am to 6pm Saturday and Sunday.</p> <p>Referrals for this team often start following a call from a GP. The GP will assess clinical need and if appropriate refer to Community Resource Team to offer comprehensive support in someone’s home rather than admit them into hospital.</p>

2.03	<p>Support can take the form of nursing support utilising District Nursing Service, therapy support offering functional assessment to assess moving and positioning needs or practical support with personal care and general daily living tasks, Meals and drinks.</p> <p>The Community Resource Team has access to equipment via the North East Wales community Equipment service, who can provide equipment within hours</p>
2.04	<p>From April 2019 to September 2019, this team have prevented 53 residents from requiring a hospital admission. Many going on to resume independence, better health, resilience and wellbeing.</p>
2.05	<p>The Integrated Care Fund has been utilised to purchase “Step Up” beds in care homes across Flintshire. This has enabled people who need support and care through the night receive it while they are poorly but without the need to take up an acute hospital bed.</p>
2.06	<p>From April 2019 to September 2019, 12 people benefitted from a “Step Up” bed which saved a total of 328 nights stay in hospital. “Step Up” beds are free to the person for up to a period of 6 weeks. The cost of a residential care home bed is £562.24 per week.</p>
2.07	<p>Domiciliary care enables people to remain independent in their own homes. Having the ability to increase and tailor this support during episodes of illness help to prevent the need for hospital admission.</p>
2.08	<p>During April 2019 and September 2019 a total of 122 individual care packages were increased during a period of illness.</p>
2.09	<p>Flintshire Reablement Team comprising of Occupational Therapist and Physiotherapists are able to respond to requests for support quickly often on the same day of request. They work alongside joint stores and our in house care team to provide practical support, equipment, and training for families’ along with rehabilitation and advice that enables people to remain well cared for in their own homes. Local authority home care team are skilled in providing support to people who have the potential to recover from short term illness, and are very successful with many people no longer needing serves.</p>
2.10	<p>The Reablement team worked alongside 289 people from April 2019 to September 2019 with the majority of people assisted to stay in their own homes to recover from infection or illness without the need for a hospital admission.</p>
2.11	<p>Social Work and Occupational Therapy teams in the localities respond quickly to requests for assessment which leads to appropriate use of all resources available to them.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	During winter months we often see an increased demand for services. This is known as Winter Pressures. At this time capacity to meet demand is a challenge.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Janet Bellis Telephone: 01352 701415 E-mail: janet.bellis @flintshire .gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Community Resource Team - A Multidisciplinary team who work in the community to provide home based care for people with a clinical need as an alternative to hospital admission.</p> <p>Reablement team - A short term assessment and multidisciplinary team offering rehabilitation support to individuals. This team aims to maximise independence, choice and quality of life.</p> <p>Step Up Beds - This refers to beds that are purchased in residential care home for a short period of time to support recovery for a short term illness.</p> <p>What Matters - This is the initial conversation had when Single Point of access is contacted with query. The conversation concentrates on what matters and what is important to the person.</p> <p>Integrated Care fund - A regional grant allocated by Welsh Government</p>



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th November 2019
Report Subject	Support Building Resilience in Communities by developing the Social Prescriber role within SPOA
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

A Social Prescribing Service operates from Flintshire's Single Point of Access.

Delivered in partnership with Flintshire Local Voluntary Council, the service provides practical and emotional support to individuals so that they can be assisted to achieve "What Matters" to them where the solutions lie within the community or through development of their own skills or confidence.

In addition to the service being available for self-referral, referrals can be made by anyone else who has contact with an individual. A specific area of current and future development relates to the aim of encouraging GPs to refer into the service in order to support patients presenting to them with concerns which are non-clinical.

In the first six months of 2019/202, 202 referrals were received for support, 63% of which received an initial contact on the same day.

RECOMMENDATIONS

1	Elected Members support the impact that Social Prescribing can have on the promotion of independence and well-being
2	Elected Members signpost Flintshire residents to the service

REPORT DETAILS

1.00	EXPLAINING FLINTSHIRES APPROACH TO SOCIAL PRESCRIBING THROUGH THE SINGLE POINT OF ACCESS
1.01	Implementing and developing a model for Social Prescribing has been identified as a priority within the Wellbeing Plan for Flintshire.
1.02	Social Prescribing can be described as “Directing people presenting with non-clinical needs to someone who can help them work out what matters to them, what support is available and what they need to do for themselves in order to achieve those goals”
1.03	We have been working with Flintshire Local Voluntary Council (FLVC) and Betsi Cadwaladr University Health Board (BCUHB) to develop a Social Prescribing Service. Initially we started with a part time post operating within the Single Point of Access (SPOA). There are currently two full time posts, although funding is temporary for both and subject to regular review.
1.04	Across the county, citizens are supported by an unquantified paid and volunteer workforce of individuals who regularly assist others by directing them to and putting them in contact with sources of information, advice and assistance. For many people, this meets their need and would be considered to be part of a cohesive community. The delivery of a Social Prescribing Service is not intended to be a replacement for this community level activity.
1.05	However a Social Prescribing Service provides a model of support for those who are not able to access this community level support and where their needs are more complex. A Social Prescribing service is also intended to support GPs and others who may, through contact with members of the public know that they have practical, emotional or other needs which they cannot meet but are affecting quality of life. Having a quality assured, accessible service for those patients is increasingly recognised as a necessary part of a robust system for health and social care.
1.06	<p>What a Social Prescriber does</p> <ul style="list-style-type: none"> • spends time with an individual to understand what the obvious concerns are but also what might lie beneath those concerns e.g. low self confidence • focusses on “what matters” to the individual, not what they think should be important • supports the individual to make positive choices about what options to take, rather than giving them a set of pre-defined solutions • promotes improved confidence and personal resilience • looks to the community, not for profit organisations and the individual themselves to find the majority of the “solutions” • has a broad and deep knowledge of what is “out there” and a problem solving mind to seek further options when needed

	<ul style="list-style-type: none"> knows their limits – whilst poor mental well-being is often a cause or effect of difficulties experienced, they are not trained mental health workers and therefore have established links and pathways to safeguard their service users and their own wellbeing if needed
1.07	<p>How the service works in Flintshire</p> <ol style="list-style-type: none"> An individual can telephone the SPOA directly or a GP or other professional can make a referral into the service. Contact is made with the individual where a conversation takes place to identify what the individual wants to achieve. Some of those contacts result in less “intensive” support being necessary, where signposting to organisations likely to be most helpful to meet need is all that is required. In the more complex cases, a more detailed assessment of “What Matters” to the individual is undertaken. Having identified what is important to the member of the public, the Social Prescriber will then go through a facilitated discussion, possibly over a number of contacts to identify what community based services or sources of support are available and what the individual can be motivated to achieve for themselves. Contact will normally be maintained with the individual being supported for up to 6 weeks in order to continue to motivate and assist the individual to take positive steps to address their needs. Examples may include taking part in additional social activities or addressing financial or other issues negatively impacting on their life.
1.08	<p>An important outcome of the service is that those who use it are engaged in such a way as to encourage self-confidence and to build skills and resilience so that they feel more able to manage their own health and wellbeing over the longer term.</p>
1.09	<p>Evidence of Impact</p> <p>In a recent overview of the first half year of 2019/2020, FLVC have reported that</p> <ul style="list-style-type: none"> 202 referrals were been received into the service for support In September, 63% of the referrals received a response on the same day, 100% were contacted within 5 working days. Social Isolation continues to be identified by most individuals supported as the biggest reason that they are seeking support (54%) The percentage of individuals supported who identified needing financial support has risen from 6% in 18/19 to 46% in the first six months of 19/20.
1.10	<p>An illustration of the benefits of social prescribing from the perspective of individuals, services and communities is included as Appendix 1</p>
1.11	<p>Current Priorities and What’s Next</p> <p>A specific focus of activity since the summer of 2019 has been to increasingly promote the service to GPs and other primary care</p>

	professionals working across the county. This has required work and discussion to create referral pathways and processes for this purpose. This work has been led by FLVC and will continue over the coming months.
1.12	Further work will take place in order to evaluate the impact of the support offered. This will include involvement in evaluation methods being developed through the North Wales lead for Social Prescribing.
1.13	We are exploring ways to support the service to become more sustainable.

2.00	RESOURCE IMPLICATIONS
2.01	Funding for the Social Prescribing workforce is achieved through a number of elements; the Integrated Care Fund, Primary Care Funding and a contribution from us. All elements are therefore funded on a short term basis which is a challenge to be managed.
2.02	The total revenue cost for a year for the 2 positions working out of the SPOA is £62,975, from the funding streams above.
2.03	Funding for one post within the SPOA is secured subject to ongoing performance until March 2021 Funding for the second post within SPOA is currently being revisited with a view to funding until March 2021

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The key risk in relation to the service relates to funding sustainability as external funding streams are used to provide the service. As a Public Service Board priority, there is ongoing assessment of the service and impact, with opportunities taken to raise the issue of sustainability being kept high on the agenda for all organisations represented.
3.02	Meeting growing demand within the capacity available will continue to be a challenge to be met. Ensuring that the limited resource is used most effectively is therefore critical.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The Chief Officer within FLVC has attended meetings of GP Practice representatives to increase awareness of the service and encourage referrals
4.01	The Public Service Board receive updates on the service development, most recently in October 2019

5.00	APPENDICES
5.01	Appendix 1 - Social Prescribing – What’s in it for you

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://www.england.nhs.uk/personalisedcare/social-prescribing/ http://www.primarycareone.wales.nhs.uk/social-prescribing

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Karen Chambers, Senior Cluster Coordinator and Partnership Lead Telephone: 01352 702571 E-mail: Karen.Chambers@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Flintshire Local Voluntary Council (FLVC): the umbrella and support organisation for over 1,200 voluntary and community groups based within Flintshire.</p> <p>Integrated Care Fund (ICF): A regional grant allocated by Welsh Government which is administered by a regional partnership board. Local authorities, Health and other partner agencies work in partnership to support older people, people with a learning disability and children with complex needs</p> <p>Public Service Board (PSB): The Well-being of Future Generations (Wales) Act 2015 established statutory PSB’s which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p> <ul style="list-style-type: none"> • Assess the state of economic, social, environmental and cultural well-being in its area • Set objectives that are designed to maximise the PSB’s contribution to the well-being goals • Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state: <ul style="list-style-type: none"> • Why the PSB feels their objectives will contribute within their local area to achieving the well-being goals • How it has had regard to the assessment of Local Well-being in setting its objectives and steps to take

<p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p>

<p>Single Point of Access (SPOA): _A new single point of contact for adults who wish to access advice, assessment and co-ordinated community health and social care services.</p>
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Social Prescribing - What's in it for me? What's in it for you?

I don't know what to believe from the internet

I can see that this person needs support but I don't know what to suggest!

I am tired of being passed from pillar to post with no-one helping me to really work out what to do next

I don't think that there is anyone out there who can help me

I don't have the energy or confidence to do that – I will get used to being on my own I am sure in time.

I need to see a doctor- don't try and fob me off with anyone else !

I can't help my patients with their wider problems but they come to me with nowhere else to turn

I just want to feel useful again

I need to know how to help myself and to believe I can!

I just need pointing in the right direction

My service is under such strain I can no longer do what we used to but I can't just leave people with no support at all

I cannot keep up with all the information on what's out there in the community that lands on my desk.

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What's in it for me as a resident....

A trusted person to help me help myself.
 No eligibility criteria.
 All advice is based on achieving what matters to me.
 A lot of the information can be sent to my phone or email to read when I am ready.
 They take the time to find out what is causing my difficulties, not just deal with what they see today.
 If fewer people are seeing doctors when they don't need to, perhaps I can get an appointment when I do.

What's in it for me as a community organisation....

Multi-agency approach to service delivery.
 Greater awareness and understanding of the Third Sector within Health and Social Care Statutory services.
 Potential for collaborative approaches for service planning .
 Increased engagement of Third Sector organisations in local strategic health and wellbeing priorities.
 People in our community can benefit from the services and support we have on offer.

What's in it for me as a GP

No need to feel like I am letting my patients down with their wider problems.
 I can offer something to my patients that I can trust.
 Fewer appointments for non clinical matters that I cant then offer to those with concerns that only I can help with
 Seeing the benefit to my patients.
 I can be happy that the information that is going out to patients is up to date and of a high quality.

And for "me" and "us"

Building individual and community resilience is good for us all.
 When people are lonely or isolated, they are at higher risk of poor mental and/or physical health.
 Better use of the resources we have means that we can all benefit from the freeing up of appointments that are not needed.

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SOCIAL AND HEALTH CARE OVERVIEW SCRUITNY COMMITTEE

Date of Meeting	Thursday 14 th November 2019
Report Subject	Adaptations to Foster Carers Homes Policy
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

Foster carers provide loving homes and life-changing care for children who can no longer live with their birth families. Flintshire Social Services recognise that in some circumstances the home environment of foster carers can limit the placement opportunities. This is particularly the case for supporting sibling groups or children with disabilities.

As a result Flintshire Social Services is proposing to introduce the 'Adaptations to Foster Carer Homes Policy' to give Flintshire and the children it is responsible for more choice and options for placements which can offer better value for money for the authority.

The Policy seeks to introduce a grant scheme, which offers foster carers financial support to make adaptations to their existing home, or financial assistance towards the purchase of a new larger or more suitable property, up to the value of £36,000 for adaptations or £20,000 for the relocation to a new property. The grant will be subject to terms and conditions outlined in a Financial Assistance Agreement. Clawback will be applicable under certain conditions, as a means of safeguarding public funding, through a local land charge or legal charge.

The proposed Policy and Grant Application Process is attached for further information.

RECOMMENDATIONS

1	Committee review and support the Adaptions to Foster Carers Homes Policy.
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REPORT DETAILS

1.00	EXPLAINING THE ADAPTATIONS TO FOSTER CARERS HOMES POLICY
1.01	<p><i>Foster carers</i> provide loving homes and life-changing care for children who can no longer live with their birth families, giving them a brighter, happier future. Fostering can involve looking after children of all ages, from babies to teenagers, who come from different backgrounds.</p> <p>Flintshire Social Services values the care, love and commitment given by its foster carers to the children and young people living with them.</p> <p>However, it is recognised that the role of a foster carer can sometimes be challenging, juggling work and caring commitments, as well as welcoming new children into the home with limited space; but with the right support, training and resources, carers are making a huge impact on the lives of children in Flintshire.</p>
1.02	<p>The Council recognised an opportunity to support foster carers in either making necessary adaptations to their home or supporting them to purchase a larger more suitable house to provide adequate space for children and young people to live and thrive in their care; which in many cases is a more cost effective placement option for children.</p> <p>Therefore, it is proposed that this Policy is introduced to support children in finding the right placements in loving homes and support foster carers in increasing the capacity or useable space within their home so that they can provide the right placement for the child/ children. It also enables the Council to seek better value for money in comparison to many alternative out of county or high cost placement options.</p>
1.03	<p>As a local authority it is our objective to ensure that Flintshire has sufficient and suitable foster care placements, for children and young people, which is in their best interests and meets the well-being outcomes of the children and young people. This policy aims to meet the following objectives:</p> <ul style="list-style-type: none"> • Increase the range and choice of available placements for children who require a home outside of their birth family, locally • Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change • Seek best value for money from the range of placements available by using them in the most efficient and effective way • Any placements made are first and foremost in the best interests of the children, • Secure stability or permanence for a children
1.04	<p>This Policy will enable Flintshire to offer <i>grant funding</i> to foster carers to assist them with the cost of making adaptations to their home or financial assistance towards the purchase of a larger more suitable home which will</p>

	<p>provide adequate space, which is of a sufficient standard, for children and young people to live and thrive in their care.</p> <p>This grant funding is introduced to complement the range of support provided to foster carers by the Council.</p>										
1.05	<p>Applications for granting funding will be considered up to a maximum of £36,000 (£20,000 for relocation), however this may be increased in exceptional circumstances such as essential work to meet the assessed needs of children with complex or multiple needs.</p> <p>To enhance the number of foster carers, the Policy provides the discretion to waiver up to £10,000 of grant funding, dependent on the financial assessment of the foster carer and/or property owner and the proposed child placement arrangements.</p> <p>Applications to waive any associated costs will be consider by the Foster Carers Adaptations Panel (which is aligned to the existing Out of County Panel), and will require the endorsement of the Senior Manager for Children’s Services. The costs associated with any waiver will be met through grant funding where available to the local authority (e.g. ICF), or Social Services revenue budget.</p>										
1.06	<p>Grant funding will usually be repayable to the local authority, on a sliding scale, if any of the following clawback conditions are triggered within a 10 year period or sooner if the child reaches maturity (18 years of age) or has a life limiting condition:</p> <ul style="list-style-type: none"> • Sale or transfer of the property • Resignation or death of the foster carer(s) • Termination of approval • Notice given on the individual placement by either Social Services or the foster carers • Foster carer(s)/ property owner wishes to repay the grant funding <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Clawback triggered within (from the date of the signed financial agreement)</th> <th style="text-align: left;">Percentage of grant funding repayable</th> </tr> </thead> <tbody> <tr> <td>1 -2 years</td> <td>100%</td> </tr> <tr> <td>2 – 4 years</td> <td>75%</td> </tr> <tr> <td>4 – 6 years</td> <td>50%</td> </tr> <tr> <td>6 - 10 years</td> <td>25%</td> </tr> </tbody> </table>	Clawback triggered within (from the date of the signed financial agreement)	Percentage of grant funding repayable	1 -2 years	100%	2 – 4 years	75%	4 – 6 years	50%	6 - 10 years	25%
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1.07	<p>All grant applications for funding will be considered against the criteria as outlined in the Policy. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.</p> <p>Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal stating the grounds for appeal.</p> <p>All appeals will be considered by the Chief Officer Social Services and the Chief Officer Housing and Assets, the decision by the Chief Officers will be</p>										

	final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.
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2.00	RESOURCE IMPLICATIONS
2.01	<p>Flintshire Social Services does not envisage there being significant demand for this grant scheme, this is based on our experience and demand to date.</p> <p>The introduction of this Policy offers the authority more cost effective options for placements for children in its care as well as having a robust and transparent process for doing so.</p> <p>Flintshire Social Services introduces this grant scheme with a flexible, shared-cost approach, therefore there is an expectation that the foster carer will provide 100% financial contribution towards the costs of any additionality to the works or house move. The financial contribution will be 'means tested' as part of the application process – please refer to the 'Grant Funding Application Process'.</p>
2.02	<p>Capital funding: It is proposed that £60,000 per annum is utilised from the Council's capital programme budget. Capital funding will be used for individual projects costing over £20,000.</p> <p>Funding for projects below £20,000 will be sought from other funding streams including the Integrated Care Fund (ICF), and other grant opportunities. Funding for projects under £20,000 would be the responsibility of Social Services to source and/ or cover.</p>
2.03	<p>There are no revenue or human resource implications for the approved revenue budget/workforce structures within Social Services for the current financial year.</p> <p>The grant scheme will be managed and delivered by the existing staff structures within the Fostering Service, in Social Services.</p>
2.04	<p>Support from other internal service areas, such as the Regeneration Team and Valuation, will be subject to a re-charge to Social Services. This re-charge will then be included in the total cost of the project and incorporated into the Finance Assistance Agreement with the foster carer/ property owner.</p>
2.05	<p>Any grant funding awarded under the discretionary £10,000 may lead to in year revenue implications for Social Services that would need to be managed within the Portfolios allocated budget. This discretionary waiver will be monitored throughout the first year of the Policy's inception and reviewed to ensure it is financially manageable and also continues to meet its intended purpose of attracting more foster carers in Flintshire.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	<p>The primary risk for the grant scheme is insufficient funding. However, Flintshire Social Services has a statutory duty for the children it is responsible for, therefore it would be required to find a suitable placement for the child/children regardless of the introduction of this Policy.</p> <p>As noted above, Social Services will always explore and utilise other available sources of funding, such as Disability Facilities Grant and Integrated Care Fund, before making capital requests or utilising base budget.</p> <p>Each project funded by the grant scheme will have its own set of risks and challenges. As part of the initial feasibility and project management all highlighted risks will be monitored and mitigated throughout the project.</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" data-bbox="320 784 1385 2060"> <tbody> <tr> <td data-bbox="320 784 555 1021">Long-term</td> <td data-bbox="555 784 1385 1021"> <p><u>Positive impact</u></p> <p>Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change</p> </td> </tr> <tr> <td data-bbox="320 1021 555 1245">Prevention</td> <td data-bbox="555 1021 1385 1245"> <p><u>Positive impact</u></p> <p><i>This Policy aims to prevent the need for out of county, and potentially expensive, placements of local children and young people</i></p> </td> </tr> <tr> <td data-bbox="320 1245 555 1621">Integration</td> <td data-bbox="555 1245 1385 1621"> <p><u>Positive impact</u></p> <p><i>Local children and young people will remain integrated within their local community, schools and social networks.</i></p> <p><i>By supporting local placements relationships with the birth family can be maintained, if appropriate and safe to do so.</i></p> </td> </tr> <tr> <td data-bbox="320 1621 555 2060">Collaboration</td> <td data-bbox="555 1621 1385 2060"> <p><u>Positive impact</u></p> <p>The Council, across a range of Portfolio's, will work collaboratively to deliver the aims and objectives of this Policy.</p> <p>Services will work together to prevent, manage and solve any placement issues or changes in circumstances.</p> </td> </tr> </tbody> </table>	Long-term	<p><u>Positive impact</u></p> <p>Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change</p>	Prevention	<p><u>Positive impact</u></p> <p><i>This Policy aims to prevent the need for out of county, and potentially expensive, placements of local children and young people</i></p>	Integration	<p><u>Positive impact</u></p> <p><i>Local children and young people will remain integrated within their local community, schools and social networks.</i></p> <p><i>By supporting local placements relationships with the birth family can be maintained, if appropriate and safe to do so.</i></p>	Collaboration	<p><u>Positive impact</u></p> <p>The Council, across a range of Portfolio's, will work collaboratively to deliver the aims and objectives of this Policy.</p> <p>Services will work together to prevent, manage and solve any placement issues or changes in circumstances.</p>
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Involvement	<u>Positive Impact</u> <i>Placements are always made be in the best interest of the child/ children, and where appropriate consider the child's voice and choice.</i>
Well-being Goals Impact	
Prosperous Wales	<u>Positive impact</u> The procurement of suppliers and contractors to undertake the adaptations to the properties will, wherever possible, under the agreed framework be sourced locally which will include the employment of local tradesmen.
Resilient Wales	<i>No impact</i>
Healthier Wales	<u>Positive impact</u> Children should be able to live in a stable family-based setting that supports their well-being and meets their outcomes
More equal Wales	<u>Positive impact</u> Increasing the range and choice of available placements for children who require a home outside of their birth family, locally. Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change
Cohesive Wales	No impact
Vibrant Wales	No impact
Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	A range of internal and external colleagues and stakeholders have been consulted and contributed to the development of this final Policy, these include: <ul style="list-style-type: none"> ○ Flintshire County Council, colleagues in:

	<ul style="list-style-type: none"> ➤ Housing ➤ Legal ➤ Regeneration ➤ Finance ➤ Social Services, including Social Services Management Team ➤ Chief Officers ○ Externally <ul style="list-style-type: none"> ➤ <i>North Wales Policy Developers Group</i> ➤ Sample of foster carers <p>In addition to the above, good practice examples of similar policies in other local authority areas have informed the development of this policy, such as Cheshire West, Leeds and Nottingham.</p>
4.02	<p>The Policy is introduced and complements other adaptation Policies within the Council, such as the Disability Facilities Grant (DFG).</p> <p>The core offer contained within both the DFG and Foster Carers Adaptations Policies are aligned to ensure the Council is consistent in its approach to adaptations of private properties, these includes: a clear criteria, maximum grant amount, repayment terms, the primary clawback triggers and methods of safeguarding public funding.</p>

5.00	APPENDICES
5.01	Appendix 1 - Adaptations to Foster Carers Homes Policy
5.02	Appendix 2 - Grant Funding Application process

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	As part of the development of the Policy, Social Services is completing a thorough Integrated Impact Assessment to ensure the potential impacts of this Policy managed appropriately; the headline impacts have been shared within this report.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Craig Macleod, Senior Manager: Children – Social Services</p> <p>Telephone: 01352 701313</p> <p>E-mail: craig.macleod@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	(1) Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it

includes both the revenue budget and capital programme and any authorised amendments to them.

(2) **Financial Year:** the period of 12 months commencing on 1 April

(3) **Foster Carers** are ordinary people who are willing to open up their hearts and homes to provide care to other people's children.

(4) **Grant Funding** are a type of funding provided by the government, local councils and some private organisations. Organisations have to apply for the grant and demonstrate how they will meet the outcomes and conditions of the grant. Grants don't normally have to be repaid but will be subject to clawback in certain circumstances.

(5) **Integrated Care Fund** from Welsh Government supports health and social care services to work together to meet the needs of:

- older people with complex needs and long term conditions including dementia
- people with learning disabilities
- children with complex needs due to disability or illness
- carers, including young carers
- children at risk of becoming looked after, in care or who are adopted

Funding is currently available until March 2021 and is being used to support a wide range of revenue schemes as well as building related projects.

(6) **North Wales Policy Developers Group** is a group of policy developers from across North Wales who support one another with the development of similar or regional policies.

(7) **Revenue:** a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.



FLINTSHIRE COUNTY COUNCIL SOCIAL SERVICES

ADAPTATIONS TO FOSTER CARERS' HOMES POLICY

Policy Owner	Craig Macleod, Senior Manager: Children
Date Approved	
Date Implemented	1 st January 2020
Date last amended	24 th October 2019
Date last reviewed	-
Date of next review	1 st July 2020 and annually thereafter

INTRODUCTION

Foster carers provide loving homes and life-changing care for children who can no longer live with their birth families, giving them a brighter, happier future. Fostering can involve looking after children of all ages, from babies to teenagers, who come from different backgrounds.

Flintshire Social Services values the care, love and commitment given by its foster carers to the children and young people living with them. However, it is recognised that the role of a foster carer can sometimes be challenging, juggling work and caring commitments, as well as welcoming new children into the home with limited space; but with the right support, training and resources, carers are making a huge impact on the lives of children in Flintshire.

By the introduction of this policy, Flintshire is supporting foster carers in making necessary adaptations to their home to provide adequate space for children and young people to live and thrive in their care. The grant funding will complement the existing range of support provided to foster carers, and this funding is another step forward in securing local and stable placements for children.

POLICY OBJECTIVES

As a local authority it is our objective to ensure that Flintshire has sufficient and suitable foster care placements, for children and young people of all ages, which is in their best interests and meets the well-being outcomes of the child/children and young people. This policy aims to meet the following objectives:

- Increase the range and choice of available placements for children who require a home outside of their birth family, locally
- Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change
- Seek best value for money from the range of placements available by using them in the most efficient and effective way,
- Any placements made are first and foremost in the best interests of the child/children,
- Secure stability or permanence for a child/children

GUIDING PRINCIPLES

This Policy has been developed with the following principles underpinning our approach to supporting children, young people and foster carers in Flintshire, as guided by the legislation covering this policy: Social Services and Well-being (Wales) Act 2014, Children Act 1989 and Special Guardianship (Wales) (Amendment) Regulations 2018:

Children should be able to live in a stable family-based setting that supports their well-being and meets their outcomes

Placements should always be in the best interest of the child/children, and where appropriate consider the child's voice and choice

Every child and carer is treated with dignity and respect

Be equitable regardless of placement type

All partners will work together to prevent, manage and solve any placement issues or changes in circumstances

Be fair and transparent throughout the process

GRANT FUNDING FOR ADAPTATIONS

This policy enables Flintshire to offer grant funding to foster carers to assist them with the cost of making adaptations to their home to provide adequate space, which is of a sufficient standard, for children and young people to live and thrive in their care. This funding aims to complement the range of support provided to foster carers.

Grant funding can be used to: adapt or convert an existing room into more useable space, extend a property to create extra room(s) or help towards purchasing a new larger or more suitable property.

Applications for granting funding will be considered up to a maximum of £36,000, with a £20,000 maximum grant for the relocation to a more suitable property; however the maximum grant funding may be increased in exceptional circumstances. Social Services will consider individual applications and determine what exceptional circumstances would apply; please refer to the criteria for exceptional circumstances.

Flintshire has the discretion to waiver up to £10,000 of grant funding, dependent on the financial assessment of the foster carer and/or property owner and the proposed child placement arrangements.

Grant funding will usually be repayable to the local authority, on a sliding scale, if any of the following clawback conditions are triggered within a 10 year period or sooner if the child reaches maturity (18 years of age) or has a life limiting condition:

- Sale or transfer of the property
- Resignation or death of the foster carer(s)
- Termination of approval
- Notice given on the individual placement by either Social Services or the foster carers
- Foster carer(s)/ property owner wishes to repay the grant funding

Clawback triggered within (from the date of the signed financial agreement)	Percentage of grant funding repayable
1 – 2 years	100%
2 – 4 years	75%
4 – 6 years	50%
6 - 10 years	25%

The provision of a Local Land Charge, for £10,000 or less, or a Legal Charge, for more than £10,000, will be registered against the property by the local authority to safeguard the grant funding for the clawback period outlined above.

Flintshire Social Services reserves the right to waiver any grant funding that remains payable to the local authority due to individual and/or exceptional circumstances, this decision will be made by the Foster Carer Adaptations Panel.

Flintshire Social Services introduces this grant funding with a flexible, shared-cost approach, therefore there is an expectation that the foster carer will provide 100% financial contribution towards the costs of any additionality to the works or house move. The financial contribution will be ‘means tested’ as part of the application process – please refer to the ‘Grant Funding Application Process’.

Any approval of grant funding will be subject to the availability of funding. If the scheme experiences a high demand, applications will be considered on their individual merit against the published criteria whilst ensuring it meets the child/children’s best interest.

ELIGIBILITY

Eligibility for this policy applies to the following carer(s), children and their housing accommodation:

- approved or prospective foster carers of Flintshire County Council
- existing or prospective adoptive families of those children which Flintshire County Council is responsible for
- Family and friends / carers of children who are under a Special Guardianship Order
- Family and friends under a Child Arrangements Order would be considered if the application is made at the time of the Court Order
- Children who are under the parental responsibility of Flintshire County Council, between the ages of 0 and 18,
- Accommodation can include privately owned, mortgaged, leasehold (99 years remaining) and council rented homes. *Other housing accommodation such as privately rented or social housing are subject to the consent of the property owner and will be considered with their approval.*
- carers who are committed to their caring role for the long term, or at least until the child reaches 18.

[Foster carers of children with a disability who require funding for adaptations should apply for the Disability Facilities Grant (DFG), administered by Flintshire County Council]

CRITERIA

In order to qualify for funding for adaptations or towards the purchase of a more suitable property, at least one of the following criteria must be satisfied with the agreement from the local authority that the adaptation is necessary in order to meet the child/ children's needs and cannot be reasonably met in any other way:

- Promote and secure a placement in the best interests of the child/children

- Provide stability and/or permanence for an existing placement, due to changing needs and outcomes of the child/children
- Secure extra capacity for current or potential fostering placements
- Secure new long term placements
- Enable siblings to be placed together
- Meet the needs of children with multiple disabilities
- To meet health and safety requirements which would otherwise result in a child being moved

Exceptional circumstances, which would include: the complex and multiple needs of the child/ children, the family circumstances and any property limitations, will all be considered by the Foster Carers Adaptation Panel when appraising the application for funding.

Applications will only be considered where it is evidenced that all other options and resources have been exhausted and have been deemed to not be in the best interests of the child/ children.

PROCESS FOR APPLICATIONS

Carers interested in making an application for funding should discuss their plans with the local authority's Fostering Service initially, to ensure that there are no other alternative options or resources available to meet the need for additional living space.

All applications for funding must be completed on the 'Grant Funding for Adaptations Application Form' and accompanied by any other information that the Council considers necessary to be able to consider the application fully.

The local authority will undertake investigative works regarding the application prior to its consideration to determine viability from the outset. This will include (but not exclusive to): feasibility report and initial designs by Building Surveyor, property survey findings, property ownership details, property valuation and financial checks on the carer(s)/ property owners to determine affordability/ equity available in the property. It is also fundamental that the property owner gives full consent (as mortgagor) to the

application and conditions of the grant, if different from the foster carer(s), together with any mortgagee (lender).

The application will be considered by the Foster Carers Adaptations Panel, which consists of local authority officers from Social Services, Fostering Service, Finance, Housing and Assets and Regeneration, within 28 working days. The application will be considered in line with the available funding, the eligibility and criteria as outlined within this Policy.

The local authority will undertake a cost benefit analysis to ensure that any proposed works provides the authority with the best value for money, considering the child/ children's best interest.

The local authority will advise whether the application for funding has been approved or refused in writing within a reasonable timeframe, together with the value of funding that has been approved. Where the application has been refused, the local authority will provide a written statement of the reasons for refusal and details of the appeals procedure.

Any grant funding approved will be available for 12 months from the date of approval. Extensions to this timeframe will be required by the Foster Carers Adaptations Panel.

Foster carers will be given information on the grant funding conditions from the start of the process and will be included in the grant application form. A financial assistance agreement will need to be signed prior to any works commencing and funding being spent. Due to the potential large sums of money that may be involved and the requirement for a Legal Charge to safeguard public funding, carers and property owners are encouraged to seek independent legal advice and will be offered a contribution towards this, to a maximum of £250, per application.

For further information, please refer to the supplementary documentation 'Grant Funding Application Process'.

APPEALS

All grant applications for funding will be considered against the published criteria. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.

Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal stating the grounds for appeal.

All appeals will be considered by the Chief Officer of Social Services and the decision by the Chief Officer will be final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.

For further information, please refer to the supplementary documentation 'Grant Funding Process'.

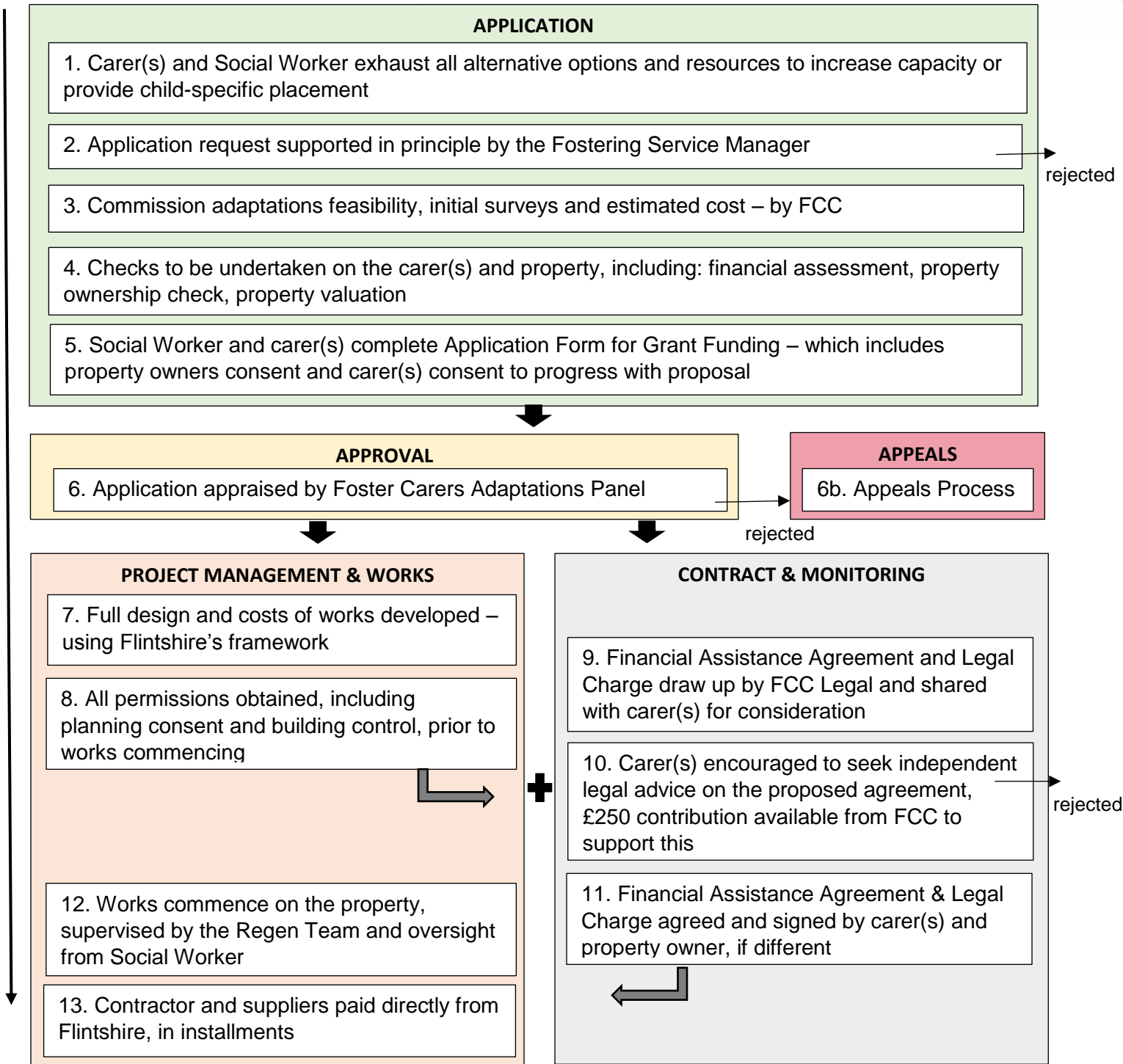
ADDITIONAL DOCUMENTATION:

- Grant Funding for Adaptations Application Form
- Grant Funding Application Process
- Draft Financial Assistance Agreement

GRANT FUNDING APPLICATION PROCESS

GRANT FUNDING FOR ADAPTATIONS TO FOSTER CARERS' HOMES

General Application Process



General Application Process

1. Carer(s) and Social Worker exhaust all alternative options and resources to increase capacity or provide child-specific placement

Carers interested in making an application for funding should discuss their plans with the local authority's fostering service initially.

A Social Worker will be allocated and they will meet with the carer(s) to discuss the housing accommodation and needs. Together, you will need to demonstrate that alternative options or resources have been explored and why they are not viable.

2. Application request supported in principle by the Fostering Service Manager

The Social Worker will discuss the request for grant funding with the Fostering Service Manager, who may or may not support your application in principle.

If the Fostering Service Manager is in support of the proposal, this will be given in writing to the Social Worker, who will then notify the carer(s). The application can then be developed further and investigative works will commence on the proposed adaptation or purchase of an alternative property.

If the Fostering Service Manager is not in support of the request, they may require further information or signpost carers to alternative options for support, for example Disabilities Facilities Grant.

3. Commission adaptations feasibility, initial surveys and estimated cost – by Regen Team, FCC

The local authority will undertake investigative works regarding the proposal prior to its consideration at the Foster Carer Adaptations Panel to determine viability from the outset.

The Council will undertake a feasibility report and surveys on the proposed works or purchase of a property to determine whether the adaptation is possible.

A Building Surveyor from the Regeneration Team will visit the property, along with the allocated Social Worker, to discuss the proposed works and reasons for adaptation or relocation to a more suitable property. They will survey the property, take measurements, photographs and commission any further surveys that they deem necessary, for example asbestos survey. The Regeneration Team will then develop initial plans for the proposal and issue any advisories or risks associated with the works/ purchase.

At this stage it may also be beneficial to complete a preliminary planning application to see the Local Planning Authority's views on the proposal, if the works are deemed complex or substantial by the Surveyor.

This stage of the process is estimated to take approximately 1 month.

4. Checks to be undertaken on the carer(s) and property, including: financial assessment, property ownership check, property valuation

In addition, the local authority will commission further checks associated with the application, including (but not exhaustive of) legal property ownership and plan, a property valuation and financial checks on the carer(s) and/or property owner to determine affordability/ equity available within the property. These will be completed internally by Flintshire County Council teams, such as Property Valuation and Legal.

It is fundamental that the property owner gives full consent (as mortgagor) to the application and conditions of the grant at this stage, together with the mortgagee (lender).

5. Social Worker and carer(s) complete Application Form for Grant Funding – which includes property owners consent and carer(s) consent to progress with proposal

The 'Grant Funding for Adaptations Application Form' must be completed fully, with support from the Social Worker, which is to be accompanied by any other information that the Council considers necessary to be able to consider the application fully, refer to 'Part 5 Checklist for Application' on the Application Form.

Incomplete application forms will not be considered by the Panel until all information is available.

6. Application appraised by Foster Carers Adaptations Panel

The application will be considered by the 'Foster Carers Adaptations Panel', which consists of local authority officers from Social Services, Fostering Service, Finance, Housing and Assets and Regeneration.

The application will be appraised in line with the available funding and the criteria as outlined within the Policy, within 28 working days.

The local authority will undertake a cost benefit analysis to ensure that any proposed works, or the purchase of a more suitable property or equipment provides the authority with the best value for money, always considering the child/ children's best interest.

The local authority will advise whether the application for funding has been approved or refused in writing, together with the value of funding that has been approved, within a reasonable timeframe. Where the application has been refused, the local authority will provide a written statement of the reasons for refusal and details of the appeals procedure.

Any grant funding approved will be available for a 12 month period from the date of approval and is subject to the remaining parts of the grant process being complied with. Extensions to this timeframe will be required by the Foster Carers Adaptations Panel.

6b. Appeals Process

All applications for grant funding will be considered against the criteria as outlined within the Policy. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.

Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal and state the grounds for appeal. The grounds for appeal are as follows:

- Procedural failing
- Additional information available to support the application
- Change in circumstances

All appeals will be considered by the Chief Officer of Social Services and the decision by the Chief Officer will be final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.

7. Full design and costs of works developed – using Flintshire’s Framework

Once approval for the works is granted by the Foster Carers Adaptations Panel, the Regeneration Team will be commissioned to act as the project managers for the proposed adaptation or property move. These project management costs will form part of the total project cost and will be included within the Financial Assistance Agreement.

Using the agreed Framework to select contractors and suppliers the Team will instruct more detailed designs and costings for the works or property purchase.

Once this is completed, the Team will then seek quotes using the agreed Framework, and a contractor/ supplier will be chosen.

If there is a variance in the approved grant funding to the chosen contractor’s quote, it will be required to be signed off by the Foster Carers Adaptations Panel again.

8. All permissions obtained, including planning consent and building control, prior to works commencing

The Regeneration Team will take the lead in obtaining all the necessary consents associated with the proposed adaptation, such as planning consent and building control. The carer(s) and/ or property owner will need to work closely with the Team providing information where necessary.

The planning permission consent from the Local Planning Authority can take between 8 – 12 weeks.

9. Financial Assistance Agreement and Legal Charge drawn up by FCC Legal and shared with carer(s) for consideration

Once approval for the works is granted by the Foster Carers Adaptations Panel, the Social Worker will notify Flintshire’s Legal department of your approval for grant funding.

The Legal Team will draft a Financial Assistance Agreement and Legal Charge or Local Land Charge (as appropriate), using the published terms and conditions, for your consideration. The Agreement and Legal Charge or Local Land Charge (as appropriate) must be signed by the owners of the property and the carer(s), if different, prior to any works commencing or any monies being spent.

The total cost of the works and all associated costs (including but not limited to management costs, surveys and permissions) will be included in the final grant funding awarded and the figure subject to the Legal Charge and clawback, however the final cost may not be known until after the works have commenced.

10. Carer(s) encouraged to seek independent legal advice on the proposed agreement, £250 contribution from FCC to available to support this

Carers will be given information on the grant funding terms and conditions from the start of the process by the Social Worker and will also be included in the Application Form and the draft Financial Assistance Agreement.

Due to the potential large sums of money that may be approved for grant funding and the requirement for a Legal Charge to safeguard public funding, carers/ property owners are encouraged to seek independent legal advice. The local authority will support carers/ property owners to do this by means of a financial contribution, to a maximum of £250, per application.

11. Financial Assistance Agreement & Legal Charge agreed and signed by carer(s)/ property owner

The Financial Assistance Agreement and Legal Charge or Local Land Charge (as appropriate) must be signed by the carers/ property owner prior to any works commencing and funding being spent by the local authority.

The Legal Charge or Local Land Charge (as appropriate) will be completed and registered by the Flintshire's Legal Team at H.M Land Registry. Any mortgage consent would be required, prior to completing these legal documents; this may involve the property owner contacting the mortgagee (mortgage lending company) to obtain such consent.

12. Works commence on the property, supervised by the Regeneration Team and oversight from Social Worker

Once all the necessary permissions have been obtained, the contractor has been chosen and the legal paperwork has been signed, the Regeneration Team will instruct the chosen contractor to commence works with an agreed schedule.

The Regeneration Team will ensure that a reasonable start date is agreed, the contract between the carers/ property owners and contractor is in place and a programme of works is available.

The Regeneration Team, along with the Social Worker, will supervise the works to ensure a satisfactory standard is achieved within the agreed timeframe.

13. Contractor paid directly from Flintshire

The local authority will pay all contractors and associated costs with the proposed adaptation, as outlined within the process.

The total costs of the works and all associated costs (including but not limited to management costs, surveys and permissions) will be the final grant funding awarded and the figure subject to the Legal Charge and clawback, however the final cost may not be known until after the works have commenced.



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th November 2019
Report Subject	Council Plan 2019/20 - Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of performance at the mid-year point of 2019/20 for the Council Plan priorities 'Caring Council' and 'Safe and Clean Council' relevant to the Social & Health Care Overview & Scrutiny Committee.

This mid year monitoring report for the 2019/20 Council Plan shows that 88% of activities are making good progress with 90% likely to achieve their planned outcomes. 77% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 14% being assessed as major.

RECOMMENDATIONS

1.	That the Committee consider the Year-end Council Plan Monitoring Report 2019/20 to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2019/20 MID-YEAR MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2019/20 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. ‘Progress’ shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the ‘outcome(s)’ in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 152 (88%). • We are making satisfactory (amber) progress in 20 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 154 (89.5%) outcomes. • We have a medium (amber) level of confidence in the achievement of 17 (10.0%) outcomes. • We have a low (red) level of confidence in the achievement of 1 (0.5%) outcomes.

	There are no RED or AMBER activities relevant to the Social & Health Care Overview & Scrutiny Committee.
1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> • 46 (77%) have achieved a green RAG status • 8 (13%) have an amber RAG status • 6 (10%) have a red RAG status
1.07	There are no performance indicators (PIs) showing a red RAG status for current performance against target relevant to the Social & Health Care Overview & Scrutiny Committee.
1.08	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 3 (7.1%) are insignificant (green) • 6 (14.3%) are minor (yellow) • 27 (64.3%) are moderate (amber) • 6 (14.3%) are major (red) • 0 (0%) are severe (black)
1.09	<p>The major (red) risks identified for the Social & Health Care Overview & Scrutiny Committee are: -</p> <p>Priority: Caring Council Demand outstrips supply for residential and nursing home care bed availability.</p> <p>The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles. One care home is currently in escalating concerns.</p>

	<p>Insufficient supply and escalating cost of placements for children with complex needs</p> <p>We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on 3 core work streams:</p> <ul style="list-style-type: none"> • To safely reduce the number of children who need to be looked after • To support looked after children in local high quality placements • To improve outcomes for looked after children <p>This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.</p> <p>The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures. Management controls are in place to mitigate the risk, which at the present time is rising to RED.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT							
3.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.09 above.							
3.02	The mid-year summary of the risk position will be shared with the Audit committee in November.							
3.03	Overview & scrutiny committees are following through areas of risk concern within their forward work programmes.							
3.04	Ways of Working (Sustainable Development) Principles Impact							
	<table border="1" style="width: 100%;"> <tr> <td style="width: 40%;">Long-term</td> <td rowspan="5">Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table>	Long-term	Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.	Prevention	Integration	Collaboration	Involvement	
Long-term	Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020.							
Prevention								
Integration								
Collaboration								
Involvement								

Well-being Goals Impact	
Prosperous Wales	Throughout the Mid-Year Monitoring Report there is an engrained culture of emerging our work actions and activities with the Well-being Goals. Specific actions and activities have impact assessments and risk assessment as part of strategic reports which demonstrates impact.
Resilient Wales	
Healthier Wales	
More equal Wales	
Cohesive Wales	
Vibrant Wales	
Globally responsible Wales	
Council's Well-being Objectives The Council's wellbeing objectives will be reported again as part of the Annual Report for 2019/20 by October 2020.	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1 – Mid-Year Council Plan Monitoring Report – Caring Council. Appendix 2 – Mid-Year Council Plan Monitoring Report – Safe and Clean Council.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20. https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Margaret Parry-Jones, Overview & Scrutiny Facilitator Telephone: 01352 702427 E-mail: Margaret.parry-jones@flintshire.gov.uk

8.00 GLOSSARY OF TERMS

Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.

Risks: These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

Risk Likelihood and Impact Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							

8.02 CAMMS – An explanation of the report headings

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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2019/20 Mid-Year Performance Progress Report

Appendix 1 – Caring Council

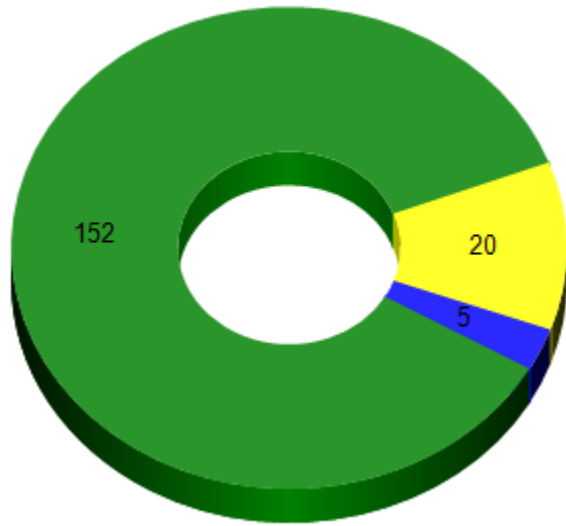
Flintshire County Council

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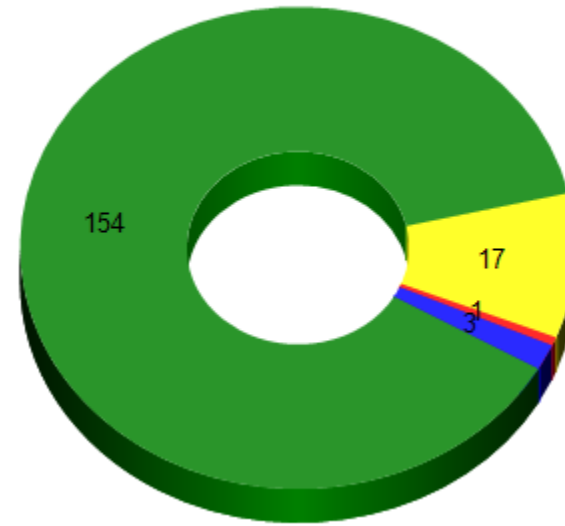


Action Progress RAG Status



On Track 88% (152)
Monitor 12% (20)
No Target (5)

Action Outcome RAG Status

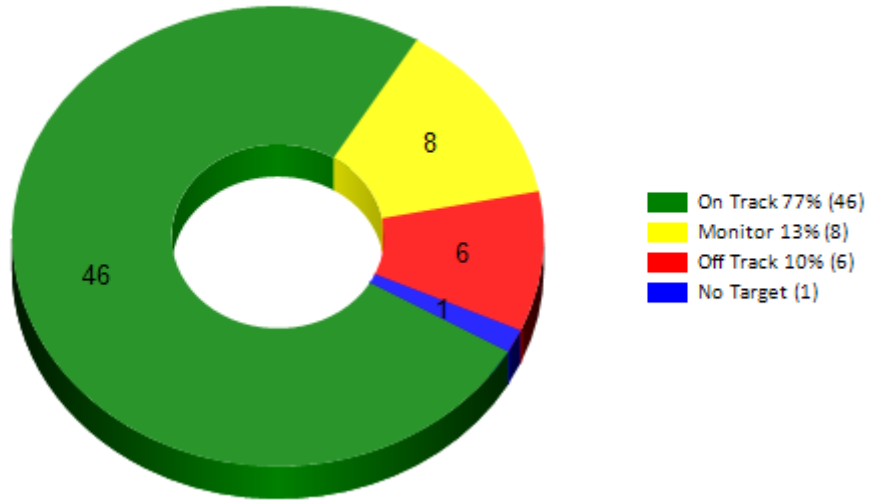


On Track 90% (154)
Monitor 10% (17)
Off Track 1% (1)
No Target (3)

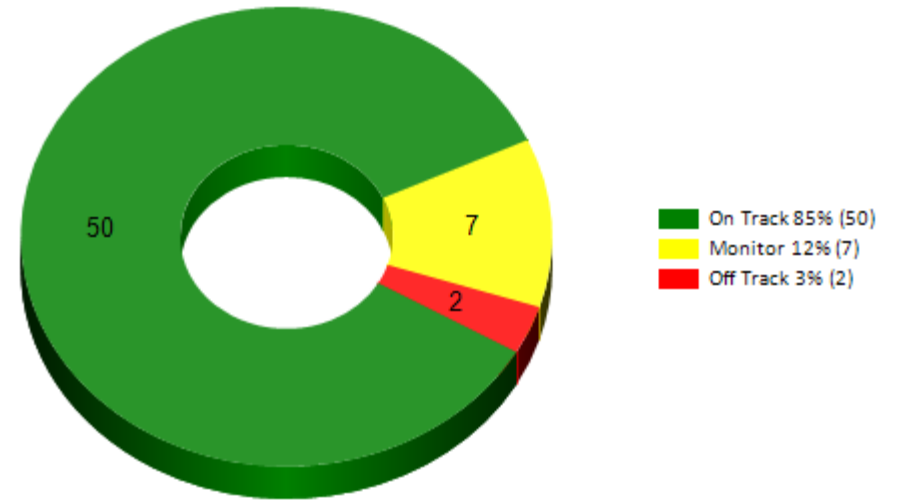
'No Target' for Action Progress and Action Outcome denotes Action has not started.



KPI Progress RAG Status



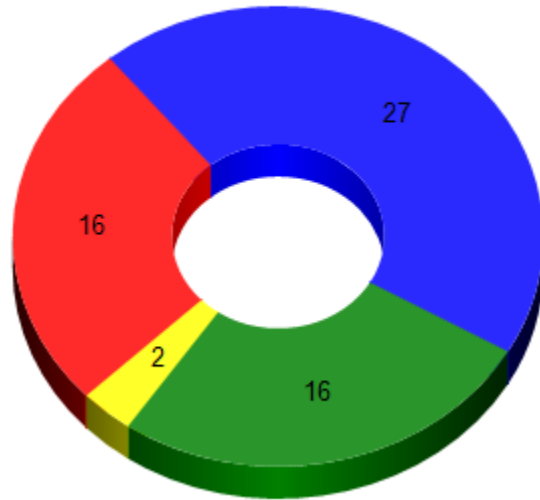
KPI Outcome RAG Status



'No Target' for KPI denotes this is a new KPI and a baseline year is being established.



KPI Trend Status



- Improved 47% (16)
- Maintained 6% (2)
- Downturned 47% (16)
- Not Applicable (27)

Current Risk Status







- Insignificant (1) 7% (3)
- Minor (2) 14% (6)
- Moderate (3) 64% (27)
- Major (4) 14% (6)

'Not Applicable' denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Caring Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Plas Yr Yrwn is due to open in February 2020. Open days are taking place and applications are being taken. Recruitment has been completed to manager and assistant manager positions, and a training programme has been developed.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Discussions are still ongoing regarding a further community area for extra care.</p> <p>Last Updated: 10-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. We are awaiting the outcome of Foundation Economy Grant Application to bring in further support for the development of the Quality Framework.</p> <p>Last Updated: 30-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the startup and development of new microcare services	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business startup.</p> <p>Last Updated: 09-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 (CP) Recruitment of Microcare Development Officer	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.</p> <p>Last Updated: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. This has generated interest across the represented areas. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs. Last Updated: 11-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Three in house and four independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care. Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool. The first audit will take place in January 2020. Last Updated: 09-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs of care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The North Wales fee setting group are working on the Laing and Buisson national model for fee setting, with a view to having it ready in Autumn 2019/20. We have consultation events in place before the end of this calendar year. An open book exercise with 3 or 4 providers will be used to base our fee structure for 2020/21. As part of this, we are also looking at fees for Supported Living providers, and a fee structure for Microcarers. We are also considering fee setting for Direct Payments and High cost Low volume placements. This all needs to fit within the envelope of the cost pressure in the Council's Medium Term Financial Strategy.</p> <p>Last Updated: 29-Oct-2019</p>							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The digital map is in place, and being used actively to broker packages of care across the County. Last Updated: 09-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The extension of Marleyfield House is on track, with no further changes to the design formally agreed, and construction due to start. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Individuals are now able to complete an initial assessment online to determine their eligibility for care funding. Last Updated: 08-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Our Support and Placement Strategy 2019 to 2022 was agreed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee on 25 July 2019, for implementation in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Regional North Wales Market Positioning Statement for children and young people in residential care, fostering and secure accommodation was formerly launched at the National Social Care Conference on 11 September 2019.</p> <p>Last Updated: 03-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We have identified a regional provision in North Wales as an appropriate alternative to hospital admission for children with mental health issues, and have entered into initial dialogue with the market following the publication of the Market Position Statement.</p> <p>Last Updated: 08-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis.</p> <p>Last Updated: 08-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, Trafficking (MET) Panel.</p> <p>Last Updated: 09-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A comprehensive evaluation on the Mockingbird Model of foster care has been produced and the benefits of the model are clearly evidenced. A comprehensive business case has been developed, proposing the development of a sustainable model. Cost options for the delivery phase are now being developed.</p> <p>Last Updated: 03-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. The recruitment process will begin in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Our proposals for supporting children on the edge of care, reducing the need for children to enter care where appropriate and improving outcomes for children who are looked after have been submitted to Welsh Government. A request is being made to ensure sufficient central funding for high cost placements, along with proposals for Invest to save money to rebalance the reliance on high cost placements.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee, with a progress report being taken to the Children's Services Forum in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 (CP) Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard	Jo Taylor - Disabilities Services Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Construction of the new Learning Disability Day Centre was completed in May 2019. The Council's Service Delivery partner, Hft, moved into the new building on 24th June, transferring the day service from the ageing day centre at Glanrafon, Queensferry. The building provides a modern, accessible and vibrant place for people with learning disabilities to develop skills, increase independence and broaden social relationships.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead Authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. The next phase is to take bids from potential providers which achieve the outcomes identified in the Learning Disability Strategy.</p> <p>Last Updated: 22-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: New governance arrangements are in place with a Chief Officer Group, Lead Officer Group, and proposals developed for a Partnership Group involving the key stakeholders for delivering the Flexible Funding Programme. Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Four key actions were agreed through a Partnership Group workshop on 17 September 2019; these included preparing a demand analysis and detailed service mapping to inform service development and commissioning. Opportunities for increased co-location of multidisciplinary, multiagency decision makers and statutory and not-for-profit services offering early help, prevention and support will be explored as part of the associated work programme for 2019/20.							
Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.3 (CP) Successful engagement of stakeholders to inform choices on new service models	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	30-Sep-2019	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The Partnership Group workshop held on 17 September 2019 identified the priorities for service delivery.							
Last Updated: 09-Oct-2019							

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.

Last Updated: 11-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M02 (SS011) The number of admissions to step up / step down beds.	99	108	0	 GREEN	↑	108	0	 GREEN



Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults



Reporting Officer: Jacque Slee - Team Manager Performance



Progress Comment: Between April and September there were 108 admissions to step down beds. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.



Last Updated: 22-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	7	5	 GREEN	New Measure	7	5	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: There are three in house and four independent sector domiciliary providers working towards the Silver standard in Progress for Providers.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	91	70	 GREEN	New Measure	91	70	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The national standard for the reuse of equipment is 70%.</p> <p>Last Updated: 10-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	97.26	97.59	78	 GREEN	↑	96.66	78	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The Safeguarding Unit continue to prioritise and act on adult safeguarding reports in a timely manner.</p> <p>Last Updated: 16-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	93.79	89	 GREEN	New Measure	93.79	89	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.</p> <p>Last Updated: 16-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	100	New Measure	 GREEN	↑	100	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: All pre-birth assessments were completed within timescales.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having been away or gone missing from home who had a return interview	No Data	77.78	New Measure	 GREEN	↑	77.78	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: 47 out of the 55 children who were reported missing had a return interview completed and shared with North Wales Police. The remaining eight young people were offered an interview but declined.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	100	100	98	 GREEN	↔	100	98	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Two siblings from one family had their review delayed in Quarter one, to await results of a medical in preparation for deregistration.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	82.5	100	95	 GREEN	↑	100	95	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: In Quarter One, conferences for four families were delayed due to diary capacity through the Easter period. All conferences were completed in timescales in Quarter Two.</p> <p>Last Updated: 09-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	9	5	 GREEN	New Measure	9	5	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Nine new foster carer approvals were completed in the half year period; five connected persons, three general fostering / respite, and one specialist.</p> <p>Last Updated: 09-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
P CP1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	90	70	 GREEN	New Measure	182	140	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: 182 referrals were made to the Family Group Conference Service in the first half of this year. A further 66 families were identified as likely to benefit from the service, but declined.</p> <p>Last Updated: 09-Oct-2019</p>								


KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	No Data	1	1	 GREEN	New Measure	3	2	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.</p> <p>Last Updated: 16-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	New Measure	 GREEN	New Measure	9	New Measure	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.</p> <p>Last Updated: 24-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	54	50	 GREEN	New Measure	54	50	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 215 people with a learning disability attended other day services in the County.</p> <p>Last Updated: 22-Oct-2019</p>								

RISKS

Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST163	Demand outstrips supply for residential and nursing home care bed availability	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red		Open

Potential Effects:

Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Management Controls:




Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Increase bed and extra care capacity for dementia/learning disabilities. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach. Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.

Lead Supporting Officer Comments:

- The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
- We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles.
- One care home is currently in escalating concerns.

Last Updated: 09-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST210	Insufficient supply and escalating cost of placements for children with complex needs	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.

Management Controls:

Supporting resilient families through the Early Help Hub Targeted support to families on the edge of care Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group Policies and models to attract new foster carers and expand the type of placements offered Working with local providers to reshape the residential market Maximising local housing options.

Lead Supporting Officer Comments:

We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on three core work streams:




- To safely reduce the number of children who need to be looked after.
- To support looked after children in local high quality placements.
- To improve outcomes for looked after children.

This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.

The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures. Management controls are in place to mitigate the risk, which at the present time is rising to RED.

Last Updated: 29-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST211	Demand outstrips supply for domiciliary care	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Delayed discharge from hospital; unable to fulfil need for care packages at home.

Management Controls:

Utilising the Care@Flintshire portal to promote vacancies. Working with providers to establish appropriate fee rates. Regional Domiciliary Care Agreement in place. Value Based recruitment Investment in the Microcare model.

Lead Supporting Officer Comments:

We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.
 Fee rates are being developed for 2019/20, with providers being consulted in December.
 Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. This has allowed us to review the current level of the risk to AMBER. However, pressures remain and with winter approaching, demand on services will inevitably increase.

Last Updated: 09-Oct-2019

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2019/20 Mid-Year Performance Progress Report

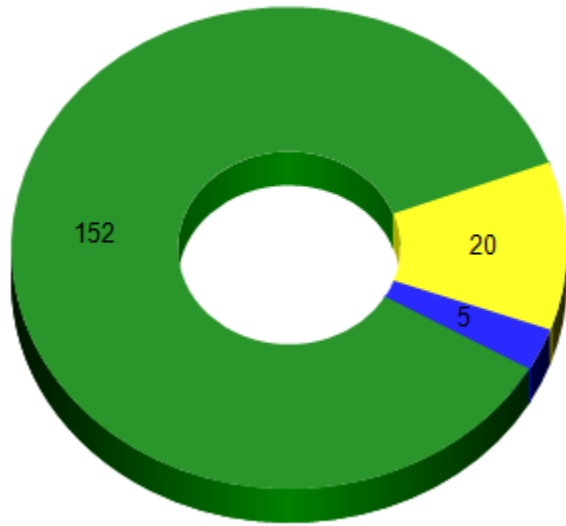
Appendix 2 – Safe and Clean

Flintshire County Council
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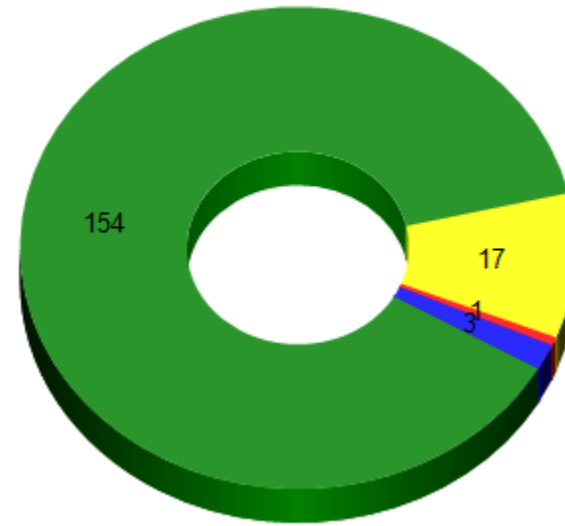


Action Progress RAG Status



On Track 88% (152)
Monitor 12% (20)
No Target (5)

Action Outcome RAG Status

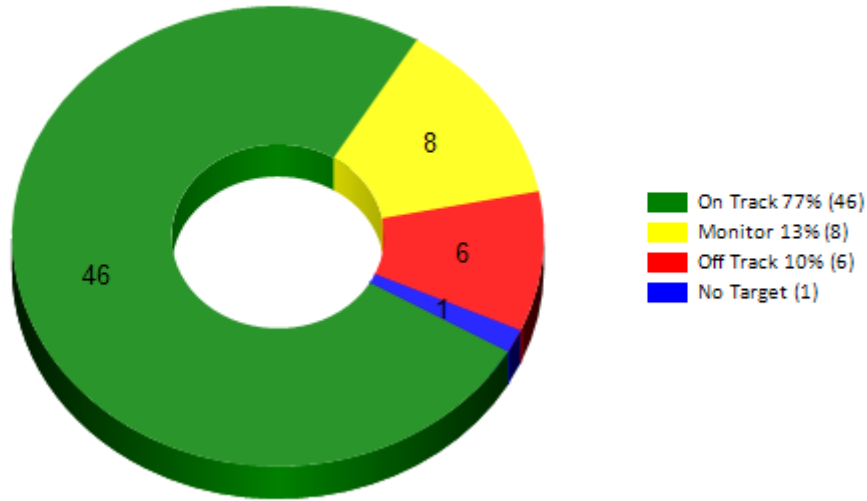


On Track 90% (154)
Monitor 10% (17)
Off Track 1% (1)
No Target (3)

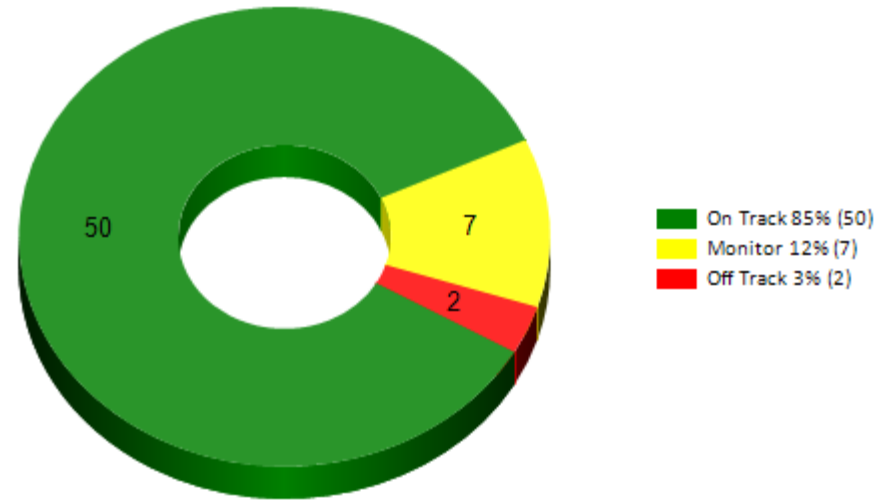
'No Target' for Action Progress and Action Outcome denotes Action has not started.



KPI Progress RAG Status



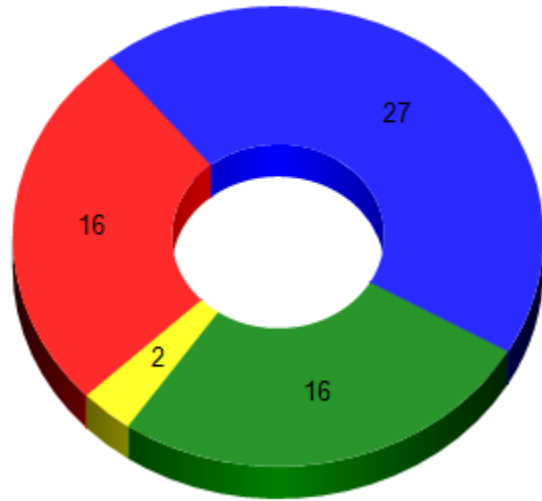
KPI Outcome RAG Status



'No Target' for KPI denotes this is a new KPI and a baseline year is being established.



KPI Trend Status



- Improved 47% (16)
- Maintained 6% (2)
- Downturned 47% (16)
- Not Applicable (27)

Current Risk Status





- Insignificant (1) 7% (3)
- Minor (2) 14% (6)
- Moderate (3) 64% (27)
- Major (4) 14% (6)



'Not Applicable' denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Safe and Clean Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Safeguarding e-Learning module was launched in September. We are awaiting the final version of the action plan, this will be due for Spring 2020. Last Updated: 31-Oct-2019							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Corporate Safeguarding Policy has been reviewed and updated, however, it has not yet been formally signed off. Last Updated: 31-Oct-2019							

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th November 2019
Report Subject	Regulated Services Engagement and Consultation
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

Engagement and consultation with people who use care and support services is a requirement for all care providers, this includes both in house and independent sector providers registered and regulated under the Regulation and Inspection of Social Care (Wales) Act 2016.

For the Councils in house services this means - Residential Care, Extra Care, Domiciliary Care, and services for people with a Learning Disability.

For some people consultation and engagement can be relatively straightforward in terms of a quality review process. Although where older people have dementia related support needs capturing their views can be more of a challenge.

The processes described in this report was co-produced with people who use services and is designed to be inclusive, robust and sustainable and will not only meet the regulatory requirements, but will also provide the information we need to ensure that our services are of high quality and continue to meet the needs of the individuals we support.

The engagement processes discussed in the report covers in-house older people's residential care, extra care, domiciliary care and supported living and short-term care for people with learning disabilities. The overall objective is to implement the quality review process across the whole service and share the learning across the sector regarding what's worked well and any lessons or reflections on improvements.

This approach to engagement gets as close as possible to a process that keeps the focus on outcomes for individuals. It prompts discussions about what is

working well and what could be better, and leads to debate within staff teams about actions as well as ongoing cycle of reflection and improvement.

RECOMMENDATIONS

1	Committee to endorse the process for engagement and consultation to meet the needs of the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA).
2	Committee note the progress and the upcoming phase 2 of the work which will form part of the responsible individual's annual report.

REPORT DETAILS

1.00	EXPLAINING REGULATED SERVICES ENGAGEMENT AND CONSULTATION
1.01	<p>The Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) provides a streamlined framework for the regulation and inspection of social care service in Wales, it embeds the aims of the Social Services and wellbeing Act and the Future Generations Wales Act.</p> <p>RISCA was introduced to improve the quality and support for people in Wales, and it does so by strengthening protection, increasing accountability and giving a stronger voice to people who use care and support services.</p> <p>There are a significant number of requirement on care and support providers this report focuses on one of these requirements.</p> <p>Under the new Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) there is a requirement of the Responsible Individual to engage and consult with individuals who use our services in a regular and effective way.</p> <p>Regulation 76 of RISCA sets out the requirements as follows:</p> <ul style="list-style-type: none"> • The responsible individual must put suitable arrangements in place for obtaining the views of: <ul style="list-style-type: none"> (a) The individuals who are receiving care and support, (b) Any representatives of those individuals, (c) Service commissioners, (d) Staff employed at the service • The responsible individual must report the views obtained from people, and detail these in the required annual quality report to the Care Inspectorate Wales (CIW) these views can be taken into account by the service provider when making any decisions on plans for improvement of the quality of care and support by the service. The annual report must accurately reflect the overall service quality and performance.

1.02	As a result of the above requirements we felt it was important to develop an overall strategy that we could utilise now and then replicate for all of our future engagement processes.
1.03	<p>The engagement work was split into two stages. The first stage was an opportunity to pilot a co-produced approach with individuals who use our in-house regulated services, also their relatives, and our support staff, we wanted to get their views about the approach we should take.</p> <p>We also used it as an opportunity to get initial feedback about the current quality of each service. This work was undertaken between January and March 2019.</p>
1.04	<p>The methodology underpinning the work is based on a story telling approach – i.e. asking individuals and support staff to identify a ‘good day’ and what were the components that made it a good day, followed by what one or two things would make it better and what needs to happen to realise this.</p> <p>The reason behind this is to ensure that any discussions about quality remains centred on outcomes for people being supported. It avoids a ‘top down’ approach to quality measures (i.e. questions about pre-defined areas) and keeps the process person-centred.</p> <p>Discussions about a ‘good day’ e.g. a day that may have already occurred, discovers positive outcomes for individuals and, critically, what contributed to these.</p>
1.05	A communication plan was developed to underpin the whole process. This involved an initial communication about the project to teams of staff, followed by more details for those involved in specific activities. The communication element of the process is vital to ensure that people who are involved understand what we are doing, why we are doing it and how we will listen and act upon their views and experiences. It is also important for us to maintain a consistent approach to how we set up and inform people about these sessions so that we can maintain them in the future.
1.06	For Supported Living (Learning Disabilities) a number of two-hour workshops were arranged for approximately 10 people each time. This involved individuals and staff, together with a request for relatives to be involved (where appropriate) and the use of individual bring photographs to the session to aid the discussions
1.07	<p>For Residential and Extra Care, visits were arranged to individual Residential Care homes and Extra Care schemes. These visits were typically for four to five hours during the day and involved informal conversations with individual residents, together with a pre-planned group meeting. Conversations mostly took place with residents/ tenants, but also with some relatives.</p> <p>For Domiciliary Care there were initially plans for a meeting with a small representative group. However, there were logistical issues in terms of people maintaining care and support away from home and transport issues. However, moving forward we will carry out a mix group meetings and home visits, and will consider telephone interviews if appropriate.</p>

	<p>Individual reports were written after each day, these provided information about views about the consultation process and initial feedback about each service, whether people were able to engage and the number in attending the sessions.</p>
<p>1.08</p>	<p>Part one was successful in that people were consulted in a way that suited them best and in the main people were able to properly contribute to the process. People told us it was nice and easier to speak with people face to face , “you say more face to face then you can on a questionnaire”</p> <p>We found in the main we found that people were satisfied with their care and support and the environment they live in.</p> <div data-bbox="419 600 1275 1122" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p>Example 1</p> <p>As a small but significant example of how we listened to people - some people living in residential care told us that uniforms were a barrier, we listened to that feedback and made a policy decision that staff should wear their own clothes and discard the wearing of uniforms, this took some time to implement however it’s something we have achieved and people have told us, residential care now feels more homely.</p> </div> <div data-bbox="419 1196 1275 1563" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p>Example 2</p> <p>People in receipt of domiciliary care told us that, they didn’t know who was coming into their homes to provide care and support – as a result there is now a pen picture of the care team in each homecare pack.</p> </div> <p>In terms of part two of the program we are continuing with the face to face and short questionnaires, we have commissioned some independent support to help us train staff and help us to match our finding to meet the National well-being outcomes framework and also to provide an independent view on the quality of the services.</p>
<p>1.09</p>	<p>RISCA places service quality and improvement at the heart of regulation, this approach will evidence that the Council’s care and support services have a culture of quality improvement, using methods of co-production, focusing on outcomes and experience for the individual, and how by listening we can introduce positive change.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Independent support - £8.000 to include independent facilitation of 10 quality sessions. Staff training in the approach and assessment and service evaluation in relation to well-being outcomes. This has been found within service budgets as required by legislation.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>There is a requirement under RISCA regulations to complete regular and meaningful engagement with people who access our service. Failure to do this could lead to a non-compliance and further action from Care Inspectorate Wales.</p> <p>In addition there is a risk that if we don't ask and listen to what people want, need or their views, then the services will not improve and react to the changing needs of people we support.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>As described, this piece of work is ongoing and needs to be completed every six months with the following groups of people:</p> <ul style="list-style-type: none"> (a) The individuals who are receiving care and support, (b) Any representatives of those individuals, (c) Service commissioners, (d) Staff employed at the service, <p>In addition to the above process and methodology regular staff meetings have been established and allow the responsible individual to meet with direct care staff on a regular basis to gain their views, opinions and ideas.</p>

5.00	APPENDICES
5.01	Appendix 1 - Primary Community Support Team (Confidential copy attached to agenda)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Mark Holt, Service Manager, Social Services Telephone: 01352 701383 E-mail: Mark.holt@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Regulation and Inspection of Social Care (Wales) Act 2016 – The Act provides the statutory framework for the regulation and inspection of social care in Wales. It: It: Establishes a regulatory regime which is consistent with the changes which are being delivered by the Social Services and Well Being Act 2014.</p> <p>Care Inspectorate Wales – Care Inspectorate Wales register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales.</p> <p>Responsible Individual – The individual appointed to carry out the regulatory and statutory duties on behalf of the service provider as outlined in the Regulation and Inspection of Social Care (Wales) Act.</p>

By virtue of paragraph(s) 12, 13 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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