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To: Cllr Hilary McGuill (Chair)

Councillors: Mike Allport, Marion Bateman, Paul Cunningham, Jean Davies, Carol Ellis, Gladys Healey, Cindy Hinds, Mike Lowe, Dave Mackie, Michelle Perfect and David Wisinger

16 October 2020

Dear Sir/Madam

NOTICE OF REMOTE MEETING
SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE
THURSDAY, 22ND OCTOBER, 2020 at 10.00 AM

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

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 22 September 2020.

4 **EMERGENCY SITUATION BRIEFING (VERBAL)**

Purpose: To update on the latest position and the risks and implications for Flintshire and service and business continuity.

5 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 11 - 20)

Report of Social and Health Care Overview & Scrutiny Facilitator

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.

6 **RECOVERY STRATEGY UPDATE** (Pages 21 - 36)

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

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s).

7 **CHILDREN'S TRANSFORMATION PROJECT UPDATE** (Pages 37 - 42)

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

Purpose: To report progress and future delivery plans, for a Project to secure transformational change across health and social care.

8 **PROJECT SEARCH UPDATE** (Pages 43 - 48)

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

Purpose: To provide an update on the success of last year's interns on Project Search and to provide information on the next year cohort.

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SOCIAL AND HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE **22 SEPTEMBER 2020**

Minutes of the meeting of the Social and Health Care Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Tuesday, 22 September 2020

PRESENT: Councillor Hilary McGuill (Chair)

Councillors: Mike Allport, Marion Bateman, Paul Cunningham, Jean Davies, Carol Ellis, Gladys Healey, Cindy Hinds, Mike Lowe, Dave Mackie, Michelle Perfect and David Wisinger

CONTRIBUTORS: Councillor Ian Roberts (Leader of the Council and Cabinet Member for Education), Councillor Christine Jones (Cabinet Member for Social Services), Chief Executive, Chief Officer (Social Services), Senior Manager: Integrated Services, Lead Adults, Senior Manager: Children and Senior Manager: Safeguarding and Commissioning

IN ATTENDANCE: Environment and Social Care Overview & Scrutiny Facilitator, Community and Education Overview & Scrutiny Facilitator and Democratic Services Officer

65. APPOINTMENT OF CHAIR

The Facilitator advised that it had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Liberal Democrat Group. The Committee was advised that Councillor Hilary McGuill had been appointed to this role for the municipal year.

RESOLVED:

That the appointment of Councillor McGuill as Chair of the Committee be noted.

66. APPOINTMENT OF VICE-CHAIR

Councillor Wisinger nominated Councillor Gladys Healey as Vice-Chair of the Committee and this was seconded by Councillor Lowe. There were no further nominations. On being put to the vote, this was carried.

RESOLVED:

That Councillor Gladys Healey be appointed Vice-Chair of the Committee.

67. DECLARATIONS OF INTEREST

None.

68. MINUTES

The minutes of the meeting held on 16 July 2020 were approved, as moved and seconded by Councillors Wisinger and Jean Davies, subject to an amendment by Councillor Gladys Healey that her full name be shown in the minutes.

RESOLVED:

That subject to the amendment, the minutes be approved as a correct record.

69. EMERGENCY SITUATION BRIEFING (VERBAL)

The Chief Executive explained that the current situation was fluid. He and his Chief Officer colleagues would be ensuring that Members received short up to date verbal briefings at the start of meetings. He also commented that it may yet be necessary to reinstate the situational briefings which had been delivered to Members during the first six months of the emergency.

In response to a question from the Chair, the Chief Executive gave an update on testing which was not the responsibility of the Council. There had been a significant increase in requests for tests in Wales and discussions were taking place on priority testing for key workers.

RESOLVED:

Noted.

70. TERMS OF REFERENCE OF THE COMMITTEE

The Environment & Social Care Overview & Scrutiny Facilitator presented the report to receive the revised terms of reference for the Committee as agreed by Council. At the Council's Annual Meeting, Chairs had been appointed to the five Overview & Scrutiny committees within the new structure with amended terms of reference. Changes to the remit of this Committee included some topics on which the Committee had previously been involved in developing.

The Chair highlighted the importance of topics such as Early Years and Family Support being considered jointly with the Education, Youth & Culture Overview & Scrutiny Committee. The Facilitator assured Members that such wide-ranging topics would continue to be held as joint meetings with the appropriate committee.

The recommendation was moved by Councillor Mackie and seconded by Councillor Jean Davies.

RESOLVED:

That the terms of reference, as agreed by Council and appended to the report, be noted.

71. RECOVERY STRATEGY

The Chief Executive presented a report to provide the Committee with oversight of recovery planning for its portfolio areas as part of the strategy for the resumption of full democratic governance. Feedback from each of the Overview & Scrutiny committees on the risk registers, recovery priorities and revised performance indicator targets for their respective areas would be reported to Cabinet prior to publication of a full Recovery Strategy.

A presentation showing the handover from response to recovery covered the following points:

- Recommendations from Cabinet
- Objectives of the Recovery Strategy
- Response Objectives
- Examples of local achievements in Response
- Recovery - handover arrangements
- Regional and Local Recovery Structures
- Recovery Objectives - Services
- Recovery Activities
- Community Recovery
- Council Plan and Performance
- Democratic Governance of Recovery

Amongst the key achievements during the response phase was the distribution of personal protective equipment, thanks to the efforts of Vanessa Johnson, Steve Featherstone and their team. On Community Recovery, reports on collaborative work on Inequalities, Children and Young People and Mental Health and Well-being would be brought back to the Committee for consideration. On performance, whilst it had not been possible to adopt the Council Plan for 2020/21 due to the emergency situation, work had continued on the rolling Plan to extract key priorities for adoption to support recovery. Overview & Scrutiny committees were being asked to rebuild their forward work programmes for the remainder of the 2020/21 year with a specific focus on recovery planning to support the restoration of full democratic governance.

In response to a question from the Chair on fostering and adoption services, the Senior Manager: Children gave assurance of continued work and investment in those services which formed part of the core business for the portfolio.

Councillor Gladys Healey thanked the Chief Executive and officer team for their work. In response to a question, officers provided information on the continuation of services for young carers and the initiative to develop an ID card for priority access to services as part of their role.

The Chief Officer (Social Services) gave a presentation on the risk register for the service portfolio which covered the following:

- Social Services Risks
- Financial
- Workforce
- External Regulation
- Adult Services
- Children's Services
- Adult and Children's Services

The overall risk position was positive with a reduction in the number of red risks since June and an increase in the number of risks that were decreasing or closed. Whilst spend on out of county placements remained a priority area, joint working with partners and the development of alternative solutions had helped to reduce spend during the period. Some risks were identified as key to recovery, such as meeting the needs of clients discharged from hospital which showed an improved trend as hospital discharges were now being processed effectively by colleagues in Health. In Children's Services, the team continued to work with Education to support those impacted by Adverse Childhood Experiences which remained a red risk, however the reduction in safeguarding referrals for children was noted.

The Chief Executive suggested that Members consider risks of ongoing concern and how best to report them to the Committee to inform the forward work programme.

The Chief Officer and Senior Managers provided an overview of the immediate strategic priorities for recovery which were recommended for inclusion in the Recovery Strategy. These included plans to extend provision of direct domiciliary care and improving the accommodation offer for care leavers by joint working with Housing colleagues.

In response to a comment by Councillor Hinds, officers spoke about the continuation of the Mockingbird project and a new initiative to identify future housing demand to support the transition of care leavers into communities.

As requested by the Chair, the Senior Manager: Safeguarding and Commissioning provided an update on testing at care homes in Flintshire and the process for allowing visitors which followed national guidance. She said that regular multi-agency meetings with care providers were well-attended and effective in sharing information and best practice. She went on to provide details of the task group on the transformation project to develop respite facilities at individual care homes in response to a question from Councillor Hinds.

The Committee was asked to support the recommendations including the immediate recovery priorities identified in the report, alongside agreeing with the risk analysis and mitigating actions. These were moved by Councillor Wisinger and seconded by Councillor Gladys Healey.

RESOLVED:

- (a) That the full set of immediate strategic priorities for recovery of the portfolio as set out in the report be agreed, together with the risk analysis and mitigating actions both live and planned; and
- (b) That a forward work programme for the Committee be rebuilt for the remainder of the 2020/21 Council year with recovery planning at its core.

72. CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER 2019/20

The Chief Officer (Social Services) introduced a report on the content of the recent Annual Performance letter issued by the Care Inspectorate Wales (CIW) on 2 July 2020. The letter was based on evidence and performance data submitted by the authority throughout the year, together with the outcomes from inspections, focussed activities and self-evaluation returns. Due to the national emergency, it had not been possible for an annual performance review meeting to take place between CIW and officers.

Amongst the highlights in the report, the Senior Manager: Integrated Services, Lead Adults spoke about the success of 'Project Search' which was an employment support programme for young people with a learning disability.

The Chair asked about the potential for online reviews with looked after children using a platform such as 'Zoom'. The Senior Manager: Children said that digital meetings were being used more often and were well received by the children themselves.

Councillor Mackie referred to an earlier question and confirmed that the fostering panel was continuing as normal. On the findings of the Annual Performance Letter, he welcomed the positive feedback and congratulated the team on the quality of services. In response to queries, the Senior Manager: Children assured Members on the strength and quality of advice given by the Legal team on which he had no concerns. He also spoke about the placement of children in unregulated settings which had become an increasing national issue during the emergency period. He gave examples where such a situation was unavoidable due to all other options being exhausted and the lack of availability at the time, and that safeguards were put in place to support the individual. Discussions were currently taking place with Welsh Government on the potential for the Council to establish its own regulated settings to accommodate emergency placements.

The Chair welcomed the comprehensive response given by officers. Following positive feedback from Members in praising the Social Services team, she asked that the Facilitator formally write a letter on behalf of the Committee to thank the Chief Officer and his team.

The recommendations in the report were moved and seconded by Councillors Wisinger and Gladys Healey.

RESOLVED:

- (a) That the Committee is assured by the content of the Annual Performance letter and CIW's assessment of the authority's performance during the year 2019/20;
- (b) That the pause in the CIW Performance Review Plan for 2020-21 be noted and that CIW will notify the authority once the programme of inspection recommences; and
- (c) That a letter of thanks be sent on behalf of the Committee to the Chief Officer (Social Services) and his team of officers for the positive outcomes from the report.

73. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 2pm and ended at 3.35pm)

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Chair



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 22 October 2020
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?6. Is the issue of public or Member concern?
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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Forward Work Programme

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
11 November 10.00 am (Additional meeting)	Medium Term Financial Strategy: Council Fund Revenue Budget 2021/22 outline	To receive a report outlining the budget proposals for 2021/22	Pre-decision scrutiny	Chief Officer Social Services/Corporate Finance Manager	
3 December 2.00 pm	Young Carers – NEWCIS Contract	To scrutinise performance and outcomes being delivered for Young Carers through a new contract and service model with NEWCIS	Assurance	Senior Manager: Children	
	Safeguarding Adults and Children’s Annual Report to include the “New Safeguarding Procedures”	To provide Members with statistical information in relation to Safeguarding - Adults and Children. To provide an overview of the new Safeguarding Procedures and information on the launch and use of the new procedures within the Council.	Assurance	Senior Manager Safeguarding and Commissioning	
	Comments, Compliments & Complaints	To report to members the number of complaints received by Social Services during the period 2019/20 including their broad themes and outcomes and any lessons learned	Assurance	Complaints Officer	

	<p>Mid-Year Council Plan Monitoring Report 2020/21</p> <p>Recovery Strategy</p> <p>Community Transformation Project update</p> <p>Supporting the Social Worker Workforce</p>	<p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.</p> <p>To report on specific risks of concern arising from the report received on the 21st of September.</p> <p>To report progress, and future delivery plans, for the project to secure transformational change across health and social care</p> <p>To provide an overview of the work being undertaken to support newly qualified social workers whose programme of study was disrupted by COVID-19 and to provide detail of the programme of learning and development created to support social workers from their first year in practice through to experienced practitioner.</p>	<p>Performance monitoring</p> <p>Assurance</p> <p>Assurance</p> <p>Assurance</p>	<p>Facilitator</p> <p>Chief Officer</p> <p>Senior Manager: Children</p> <p>Senior Manager - Integrated Services and Lead Adults</p>	
<p>21 January 10.00 am</p> <p>Plas-yr-Ywen – COVID rules permitting)</p>	<p>Plas yr Ywen (Holywell Extra Care)</p> <p>Marleyfield House update</p>	<p>Progress report</p> <p>To receive a progress report</p>	<p>Assurance</p> <p>Assurance</p>	<p>Chief Officer</p> <p>Chief Officer</p>	

	Arosfa update	To receive a progress report	Assurance	Chief Officer	
	Part 9 Regional Partnership Board Annual Report: 2019/2020	To consider the Annual Report	Joint working	Chief Officer	
4 March 2.00 pm	Mockingbird – update on the programme	To receive a progress report	Assurance	Chief Officer	
15 April 2.00 pm	North Wales Adoption Service Update	To receive a progress report	Assurance	Chief Officer	
27 May 10.00 am	Directors Annual Report	To consider the draft report prior to consideration at Cabinet	Pre-decision scrutiny	Chief Officer	
17 June 2.00 pm Joint with Education & Youth OSC	Educational Attainment of Looked After Children	To receive the annual attainment report.	Assurance	Chief Officers	
	Corporate Parenting	To review the Corporate Parenting Strategy	Assurance	Chief Officers	
1 July 10.00 am	Year-end Council Plan Monitoring Report	To enable members to fulfil their scrutiny role in relation to 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)
	Comments, Compliments and Complaints	To consider the Annual Report	Chief Officer (Social Services)
	Betsi Cadwaladr University Health Board Update	BCUHB are invited to attend on an annual basis – partnership working.	Facilitator

Suggestions for reports to be tabled at a BCUHB Scrutiny when that is convened:-

- General Mental Health services (including Workforce Mental Health)
- Perinatal Mental Health

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

Meeting Date	Agenda Item	Action Required	Action Officer(s)	Action taken	Timescale
22/09/20	CIW Report	Letter to be written to Chief Officer, Social Services and his team on behalf of the Committee congratulating Social Services on the positive report and Covid-19 response.	Margaret Parry-Jones	Letter sent by Chair of the Committee.	Completed.

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SOCIAL & HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday 22 nd October, 2020
Report Subject	Recovery Strategy Update
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has developed a corporate Recovery Strategy for the pandemic emergency situation which was endorsed at a special Cabinet meeting on 15 September.

Cabinet requested each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions, both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

The above were considered by the Committee at its meeting on 22 September, 2020.

This report provides the Committee with an update on the portfolio risk register and risk mitigation actions (shown at Appendix 1 and 2).

RECOMMENDATIONS

1	That the Committee review the latest updated risk register and risk mitigation actions within the Social Services portfolio.
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REPORT DETAILS

1.00	EMERGENCY RECOVERY
1.01	<p>The Council is developing a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none"> 1. The chronology of the emergency response phase and transition to recovery 2. The handover arrangements or recovery 3. Organisational recovery of the corporate organisation 4. Community recovery of the communities we serve 5. Strategic priorities and performance for the remainder of 2020/21 6. The roles the Council will play in regional recovery 7. The democratic governance of recovery
1.02	<p>The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none"> 1. The portfolio risk register(s) and the risk mitigation actions both live and planned; 2. The objectives for recovery for the portfolio(s); 3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and 4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.
1.04	<p>The latest version of the risk register (Appendix 1) and table of risk mitigations (Appendix 2) for the Social Services portfolio are attached.</p>
1.05	<p>An update on the recovery objectives for the service portfolio for this Committee is shown below. Where services have been partially resumed, the return to normal operating hours and usage will be in line with Public Health Wales and Welsh Government advice:-</p> <ul style="list-style-type: none"> • Adult Services - Return to normal operating hours and usage • Older People's Day and Respite services: Croes Atti Day Centre is open 6 days per week providing a limited number of places for a max of 4 people each day. It provides day time support for individuals with the most challenging and complex dementias. Operating well and we are reviewing daily. Respite for Older People is usually overnight support in care home for a period up to 7 days. The current COVID-19 restrictions make this challenging as it required the individual to have a negative COVID-19 test prior to moving in to the short-term care arrangements and the individuals is also required to self-isolate in the care home for 14 days,

this means the person on respite isn't able to fully engage in the activities of the homes. As a result, the request for this type of respite is much reduced. To support families we are looking to provide respite in different ways including providing overnight respite at a person's home.

- **Adult Services - Open Plas Yr Ywen Extra Care:**

The opening of Play yr Ywen is planned for January 2021, it is recognised that there is a delay in opening due to PHW guidance in bringing groups of older people together. People remain interested in moving in, but are seeking reassurance. In the meantime, we have deployed Plas yr Ywen staff into Tŷ Treffynnon to provide step down support.

- **Adult Services - Return to normal operating hours and usage for Adult Mental Health Services:**

We have reopened Mental Health Support Services, including Growing Places and Double Click. These services provide a limited number of placements for individuals with the most complex needs. We continually review the situation.

- **Adult Services - Adults social work and occupational therapy services is operating as normal, Including joint mental health and substance misuse service.**

- **Adult Services - Return to normal operating hours and usage for Learning Disability services:**

Respite for Learning Disability Services has reopened with Hafod and Woodlea, our short term care houses, now open and operating a limited service supporting one individual to stay in the property at any one time. This support is being offered to individuals with the most complex needs.

- **Adult Services - Return to normal operating hours and usage for Disability Day and Respite services:**

Disability Day and Work Services are operating with a reduced number of individuals and in accordance with PHW guidance. These provisions includes Tri Ffordd, Abbey Metal and Hwb Cyfle.

- **Children's Services – Return to normal operation for Respite services:**

Arosfa continues to provide respite support for children with disabilities. One child is supported a night as opposed to three children. Additional direct payments have been used creatively to support carers. Respite for foster carers is being provided where there is a significant risk of placement breakdown.

- **Children's Services - Resume normal social work services:**
Social workers have continued their assessment and support work. Direct visits to households with risk based safety measures are in place.
- **Early Years and Family Support - Return to normal operation for Flying Start services:**
The annual Delivery Plan for Flying Start has been revised to realign provision until 31/3/21. Essential services have recommenced including the opening of Family Centres to provide specific services.
- **Early Years and Family Support - Reopen Flintshire Crèche:**
The crèche primarily supports children whilst their Parents/carers take part in parenting programmes. As these programmes have not yet recommenced there has not been the need for the crèche.
- **Workforce - Resumption of face to face training courses:**
Essential Training Courses and QCF Induction sessions are resuming on the 15th October. All other training remains online with a mixture of e-learning and online training sessions. This is constantly being reviewed.
- **Adult Safeguarding - Continue with business as usual:**
Strategy Meetings are continuing to operate virtually as well as Case Conferences. The work of the Adult at Risk Social Workers and Support Worker continues virtually, with some face to face meetings (observing COVID-19 regulations) where this is essential.
- **Independent Reviewing Officers - Continue with business as usual:**
The majority of meetings have been taking place virtually, with occasional face to face meetings in exceptional circumstances, and following COVID-19 regulations. This is being reviewed regularly and it is anticipated that there will be a blend of virtual and face to face meetings in the future, once COVID19 restrictions ease.
- **Deprivation of Liberty Safeguards - Return to normal assessment process:**
The majority of meetings to undertake Best Interest Assessments are being undertaken virtually, however, where there is a need for a face to face meeting these have taken place and been compliant with COVID-19 regulations. This is being reviewed regularly and will continue in this way for the time-being.
- **Children's Safeguarding - Continue with business as usual:**
A number of Conferences are taking place virtually or a blended approach with some individuals in the office and others dialling in over Webex. The system is working well and is being constantly reviewed.

	<ul style="list-style-type: none"> IT / Administrative systems - Business as usual: The IT Systems Team continue to work from home providing helpdesk cover, training and delivering ongoing planned work. This will continue for the foreseeable future. The administrative teams have a limited number of staff attending the office from each team (1 or 2) with the majority of staff working from home. This will continue for the foreseeable future. Financial Assessment and Charging - Resume normal services: The service is operating as normal, with a small number of staff working from the office and the remaining staff team working remotely. The Welfare benefit Officers are undertaking visits virtually in the main, with the occasional face to face visit where this is essential. All COVID-19 regulations are being adhered to. Deputyship - Resume normal services: The services is operating as normal with all staff working from home. This will continue for the foreseeable future.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None specific as this report is based on documented response and recovery work.

4.00	RISK MANAGEMENT
4.01	This report specifically covers emergency situation risk management.

5.00	APPENDICES
5.01	Appendix 1 – Updated Social Services Recovery Risk Register Appendix 2 – Updated Social Services Risk Mitigation Actions

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Neil Ayling Telephone: 01352 704500 E-mail: neil.ayling@flintshire.gov.uk

Social Services Portfolio Risk Register

Version 5

Published: 15/10/2020

Risk Register - Part 1 (Portfolio Management)

Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS01 Updated Oct 2020	Expenditure on out of county placements increases as placement costs increase in a demand led market. Note: risk trend is amended as it is static	Strategic	Craig Macleod	Peter Robson	R	A	A Q4 2020/21	A ↔	Open
*SS02	Expenditure on experienced agency workers increases due to the reduction in opportunities for face to face training and development for existing / new staff	Operational	Jane Davies	-	A	G	Y Q1 2021/22	G ↓	Open
Page 27 *SS03 Updated Oct 2020	Failure to meet conditions of grant funding where the terms of the grant provision cannot be renegotiated with the provider Note: risk tend decreasing as we have submitted a revised Delivery Plan to WG and awaiting approval	Operational	Craig Macleod	Gail Bennett	A	Y	G Q4 2020/21	G ↓	Open

Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS04	It becomes increasingly difficult to recruit and retain staff in the residential sector due to the significant requirements for the registration of care staff under the Regulation and Inspection of Social Care Act	Strategic	Jane Davies	Dawn Holt	A	Y	Y Q4 2020/21	G ↓	Open
*SS05	Workforce depleted by sickness due to long term impact of working under extremely stressful conditions	Operational	Jane Davies		A	Y	Y Q4 2020/21	G ↓	Open

External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS06	Some individuals are illegally detained awaiting Liberty Protection assessments because there is insufficient capacity to absorb the introduction of Community assessments	Strategic	Jane Davies	Jayne Belton	A	Y	Y Q3 2020/21	G ↓	Open

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
Risk Status	Open denotes a live risk	Closed denotes a closed risk
*Denotes the risk is specific to the 'Recovery'		
SS	Social Services	

ICT Systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS08 Updated Oct 2020	Failure of the Clipper Finance system due to the age of the software and its incompatibility with new server technology Note: risk trend reducing do to progress made on procurement	Project	Dawn Holt	Emma Murphy	G	G	G Q2 2020/21	G ↓	Open

Risk Register - Part 2 (Portfolio Service & Performance)

Adult Services

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS09 Updated Oct 2020	Insufficient numbers of residential and nursing beds to meet demand because of the long term fragility and instability of the care home sector Note: risk trend is amended as it is static	Strategic	Jane Davies	Dawn Holt	R	Y	Y Open	A ↔	Open
SS10	Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market	Strategic	Jane Davies	Dawn Holt	R	A	Y Q4 2020/21	A ↔	Open
SS11	Unpreparedness to meet the needs of clients discharged from hospital because they have been discharged prematurely and without a full assessment	Operational	Susie Lunt	Janet Bellis	R	G	Y Q4 2020/21	G ↓	Open
SS12 Updated Oct 2020	Objectives for the Alternative Delivery Model (ADM) Learning Disability Day and Work Opportunities (Hft) project will not be achieved because of physical distancing requirements and the reduction in face to face delivery Note: this risk is to be closed	Project	Dawn Holt	Emma Murphy	A	G	A Q1 2021/22	G ↓	Closed
SS13 Updated Oct 2020	Development of Microcare will not progress due to difficulties recruiting and training potential carers Note: this risk is to be closed	Project	Dawn Holt	Rob Loudon	G	G	G Q4 2020/21	G ↓	Closed
SS15	Opening of Plas Yr Ywen Extra Care will be delayed due to redeployment of staff to support critical services	Project	Mark Holt	Carol Dove	Y	Y	G Q4 2020/21	G ↓	Open
SS17	The redevelopment of Marleyfield Care Home will not be achieved within budget and timescales because of delays in the construction supply chain and risk of infection for residents	Project	Dawn Holt	Gareth Jones	G	G	G Q4 2020/21	G ↓	Open
SS18 Updated Oct 2020	Objectives in the project plan for Person Shaped Support (PSS) Trio and Short Break Care will not be achieved due to physical distancing requirements and the reduction in face to face care Note: this risk is to be closed	Project	Dawn Holt	Emma Murphy	Y	Y	G Q1 2021/22	G ↓	Closed

Children's Services / Early Years

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS19 Updated Oct 2020	More children and families experience ACE's (Adverse Childhood Experiences) as family relationships breakdown, or become strained, due to the pressures of lockdown and rising financial pressures Note: risk rating reduced from red to amber and trend reducing due to referrals numbers being stable	Strategic	Craig Macleod	Gail Bennett	A	A	Y Q4 2020/21	G ↓	Open
*SS20	We will not meet our ambition to safely reduce our identified cohort of children looked after due to delays in the court process	Project	Peter Robson	Craig Macleod	R	Y	Y Q1 2021/22	G ↓	Open
*SS21	Targets for Mockingbird are missed due to a failure to recruit foster carers to the scheme given the constraints on completing assessments for carers and providing training	Project	Craig Macleod	Peter Robson	A	Y	Y Q1 2021/22	G ↓	Open
SS22 Updated Oct 2020	An insufficient supply of placements leads to young people being placed in unregulated settings. Note: risk rating changed from red to amber and risk trend reducing due to reduced use of unregulated settings	Strategic	Craig Macleod	Peter Robson	R	A	A Q4 2020/21	G ↓	Open

Adult & Children's Services

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*SS23	Impacts on vulnerable people through a withdrawal of resources from non-essential services to prioritise meeting demand in essential services	Operational	Susie Lunt	Craig Macleod	R	Y	Y Q4 2020/21	A ↔	Open
*SS24	Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services	Operational	Dawn Holt	Jo Taylor	R	Y	Y Q1 2021/22	A ↔	Open
*SS26 Updated Oct 2020	Adults and children are not effectively safeguarded due to restrictions in their visibility during shielding/social isolation and targeted criminal activity designed to exploit vulnerable people Note: risk rating changed from amber to yellow and risk trend is reducing due to numbers being stable	Operational	Jane Davies	Craig Macleod	R	Y	Y Q3 2020/21	G ↓	Open
*SS27 Updated Oct 2020	Insufficient capacity to cope with a sharp increase in referrals to child and adult services Note: risk rating changed from amber to yellow and risk trend is reducing due to numbers being stable	Operational	Craig Macleod	Dawn Holt	R	Y	A Open	G ↓	Open
*SS28 Updated Oct 2020	Individuals with a learning disability or autism are unable to access services due to the suspension of transformation programmes Note: risk trend is amended as it is static	Project	Susie Lunt	Jo Taylor	R	Y	Y Q3 2020/21	A ↔	Open

Previously Closed Risks

*SS07	We are unable to progress with the processing of complaints and Information Requests due to physical distancing requirements and travel restrictions	Operational	Jane Davies	Jacque Slee	Y	G	N/A	G ↓	Closed
SS14	Objectives for the development of Ty Tryffynnon will not be achieved due to very tight timescales	Project	Dawn Holt	Christy Hoskings	G	G	G Q2 2020/21	G ↓	Closed
SS16	The re-commissioning of Supported Living Properties will not achieve continuity of care through TUPE for the individuals concerned	Project	Dawn Holt	Carol Dove	G	G	G Q4 2020/21	G ↓	Closed
*SS25	Insufficiency in the supplies of equipment for people to keep themselves safe due to the diversion of equipment to temporary hospital facilities, and the supply of PPE	Operational	Susie Lunt	Steve Featherstone	R	G	Y Q2 2020/21	G ↓	Closed

Risk Matrix

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Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

Social Service Portfolio Recovery Risk Register

Version 4 27/08/2020

Part 1 (Portfolio Management)

Financial

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk
*Denotes the risk is specific to 'Recovery'	

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS02 Update Oct 2020 Page 31	Expenditure on experienced agency workers increases due to the reduction in opportunities for face to face training and development for existing / new staff	↓	ST	Workforce Development are developing online training modules to deliver Core Training and Refresher Training for staff through e-learning and online interactive sessions. We are able to utilise the Social Care Wales Workforce Development Programme (SCWWDP) Grant, having had confirmation of change of use away from the training plan submitted to Welsh Government (WG). Work will continue around the employment of final year student social workers who have demonstrated competency in their placement, into assistant positions pending their approval as qualified social workers. We are retaining a small number of agency staff to assist with the skill mix of the staff cohort, and in preparation for winter pressures. The risk of a possible spike in referrals in Children's Services is being mitigated by some recruitment to permanent posts which is currently ongoing.
*SS03 Update Oct 2020	Failure to meet conditions of grant funding where the terms of the grant provision cannot be renegotiated with the provider	↓	ST	Revised Delivery Plan has been submitted to WG and is awaiting approval.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS05	Workforce depleted by sickness due to long term impact of working under extremely stressful conditions	↓	IM	We are ensuring that staff can and are supported to access help for mental health, including Carefirst, Mind / Blue Light support for staff exhibiting symptoms of PTSD, and Social Care Wales trauma support. We are ensuring that wherever possible staff are taking their annual leave and not accruing unmanageable flexi-time hours, and we are following HR guidance around the revised staff

				sickness procedures. We have opened up some of our internal courses to staff in the independent sector, and this is being funded by the Council. There are still some issues in Children’s Services which may impact in the future – managers are monitoring this closely with their staff.
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Part 2 (Portfolio Service & Performance)

Adult Services

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS11	Unpreparedness to meet the needs of clients discharged from hospital because they have been discharged prematurely and without a full assessment	↓	IM	We continue to work within the guidance for testing, and to work with information gathered in partnership with BCUHB. We are conducting “arms length” proportionate assessments followed up with more detailed assessments in Discharge to Assess facilities. A dedicated team of social workers and occupational therapists has been set up to follow individuals through the discharge process and back home – this is working well. Telephone and Skype are being utilised for some assessments to support discharge, and we have proportionate paperwork in place to assist in rapid safe discharge. Each service user is being risk assessed; the most complex may still receive a visit with appropriate precautions. A testing regime is in place to ensure that people do not have COVID19 before they are discharged. Hospital discharges are being processed effectively through the new step down facilities.

Children’s Services / Early Years

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS20 Updated Oct 2020	We will not meet our ambition to safely reduce our identified cohort of children looked after due to delays in the court process	↓	MT	We are completing targeted assessment work for increased Special Guardianship Orders and discharge of care orders ready for court consideration in the Autumn. Recruitment of additional staff has created capacity in the Courts, allowing the potential for a higher throughput of cases.
*SS21 Updated Oct 2020	Targets for Mockingbird are missed due to a failure to recruit foster carers to the scheme given the constraints on completing assessments for carers and providing training	↓	MT	Our first Mockingbird group is in place. Progress during COVID-19 has also been impacted by the resignation of the dedicated social worker. Social Worker recruitment has now been completed. With the support of the Fostering Network we have been working with a consortia of Mockingbird sites across the UK to share experience, learning, and approaches to mitigating risk and recovery planning. This Group will help us learn from sites that are fully operational and embedded which will inform a revised plan. .

Adult & Children’s Services

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
<p>*SS23</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	<p>Impacts on vulnerable people through a withdrawal of resources from non-critical services to prioritise meeting demand in critical services</p>	<p>↔</p>	<p>MT</p>	<p>We need to be able to comply with our legislative requirements to promote the well-being of individuals, with reference to statutory guidance. To achieve this we are using triage processes in the Single Point of Access for Adults and in Children’s First Contact, which ensure that all enquiries are dealt with on a case by case basis. We have risk assessments in place to direct services to the individuals who are at highest risk. We have a Virtual Early Help Hub in operation to provide telephone advice and assistance to help prevent problems from escalating and additional demand on statutory services. In response to the reduction in advocacy services for adults, we are working with Flintshire Local Voluntary Council and carers’ organisations to ensure that the voices of individuals are heard. Service users in supported living accommodation are accessing day services through technology. We have an agreement in place with Pharmacists and BCUHB for the management of substance misuse services. We are ensuring the safety of our workforce and the public through the use of telephone and secure video conferencing facilities, and we have introduced a rota for staff in line with 2 metre distancing in office and clinical areas, and a plan is being developed to roll this out to the wider workforce in Ty Dewi Sant. Assessment and support for young people is wherever possible being carried out via telephone or video conferencing calls. Contact with care leavers, parents and carers, and foster carers is being maintained with one to one remote sessions, with appropriate frequency determined on a case by case basis.</p>
<p>*SS24</p>	<p>Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services</p>	<p>↔</p>	<p>ST</p>	<p>We are working with commissioned services for carers to ensure that PPE is available for those staff and unpaid carers who need it. We have reminded staff to consider the carer when undertaking the discharge assessment. We have started ‘Keeping in touch’ calls to carers, shifting provision to supporting mental, physical and emotional well-being of carers remotely. Carers Week was 8-14th June and the Carers Strategy Group has focused activities on awareness raising and sharing some stories to increase the visibility of unpaid carers. Consideration is being given to re-introducing support services for carers, i.e. respite and day care, even on a phased or priority basis to mitigate carer breakdowns/ burn-out over the coming months. We are expanding direct payment options for families with disabled children, and are working with Action for Children to provide domiciliary support through Arosfa. We are working with specialist schools to provide childcare as part of Resilience Hub provision and are looking to maximise opportunities for families to use resources across the Council portfolio to undertake activities to provide respite.</p>

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
<p>*SS26 Updated Oct 2020</p> <p>Page 34</p>	<p>Adults and children are not effectively safeguarded due to restrictions in their visibility during shielding/social isolation and targeted criminal activity designed to exploit vulnerable people</p>	<p>↓</p>	<p>IM</p>	<p>We are ensuring that all safeguarding processes can continue, by circulating information about revised working practices to partners and testing out virtual meetings technology. Assessments are in place to determine the potential for increased risk to individuals. We are ensuring the safety of our workforce and the public through the use of telephone and secure video conferencing facilities. Virtual Missing, Exploitation, Trafficking (MET) meetings are in place to share intelligence across agencies and the associated action plans. Vulnerable children supported through Resilience School Hubs. Virtual Early Help Hub is operating to assist in identifying and supporting families before problems escalate. Systems and protocols need to be established for supporting vulnerable families in partnership with schools/ Resilience Hubs. We are working with Health visitors to ensure shared clarity on processes for escalation of concerns about vulnerable children. We have rebalanced capacity in the Safeguarding Unit to account for a temporary reduction in Safeguarding Referrals and an increase in Adult at Risk work, to include an increase in requests from professional for advice on mental capacity and liberty safeguards as people are shielding or self-isolating. The national launch of the new regulations on Liberty Protection Safeguards has been officially delayed. We are continuing to promote safeguarding awareness to the general public and publicise referral routes, with enhanced reporting to track child protection and adult safeguarding referrals. Corporate Safeguarding will play a role in ensuring our systems and processes are working effectively. Cases are still being prioritised according to need. Visibility has improved now that children are back in school. Still some challenges with adults in the community however.</p>
<p>*SS27 Updated Oct 2020</p>	<p>Insufficient capacity to cope with a sharp increase in referrals to child and adult services</p>	<p>↓</p>	<p>ST</p>	<p>We are establishing a multi-agency group to monitor trends in referrals and anticipated areas of demand for partner agencies and 3rd sector support. The Group will work to support partners to ensure services are accessible and resilient. Work with police and 3rd sector to understand incidents of domestic violence and service demand and work to support service resilience and sufficiency of support. We are providing early help support for parents with low/moderate mental health needs through the Early Help Hub and signposting to support through Family Information Service. We are also developing strong social media and promotion tools about the Early Help Hub and how to access support. Support options are being identified for families of children that are shielding and therefore unable to access traditional community based support. Funding has been secured from the regional Transformation Fund to invest in early help as part of our recovery planning. We are working with Action for Children to extend existing therapeutic support service for children and young people experience trauma. No spike is in evidence; trend is reducing.</p>

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS28	Individuals with a learning disability or autism are unable to access services due to the suspension of transformation programmes	↔	MT	We are seeking clarification on funding availability post December 2020. The transformation project is going ahead, albeit that we are still awaiting confirmation of the funding criteria. Waiting list for health assessments remains still high

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 35 *SS07	We are unable to progress with the processing of complaints and Information Requests due to physical distancing requirements and travel restrictions	↓	ST	-
*SS25	Insufficiency in the supplies of equipment for people to keep themselves safe due to the diversion of equipment to temporary hospital facilities, and the supply of PPE	↓	IM	-

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SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	22 October 2020
Report Subject	Children's Transformation Project Update
Cabinet Member	Cabinet Member Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

North Wales has secured £3m grant funding for a regional Transformation Programme for Children's social care. Working on a regional footprint the programme is delivered on an Area basis. The East Area project is a partnership between Flintshire, BCU and Wrexham local authority. The project has 3 work streams which seek to:

- i) help parents with low/moderate mental health needs
- ii) bring health and social care staff together to provide intensive assessment and therapeutic support for young people who, don't meet the thresholds for CAMHS, but are displaying significant needs and require support
- iii) develop a local residential Care Home to meet the needs of young people whilst seeking family reunification, or a longer term local fostering/residential placement

This report provides an overview of the project, progress and next steps of the local authority's ambition to transform our support to children and young people by developing high quality in house residential care aligned with new models of support.

RECOMMENDATIONS

1	Committee endorse the work to safely reduce the numbers of children in need of care through early help and intensive targeted support for families.
2	Committee support the establishment of a local authority Children's Residential Care as part of an approach to rebalance care provision for

	children, with a focus on ensuring an affordable and sufficient range of local high quality placements.
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REPORT DETAILS

1.00	EXPLAINING THE CHILDREN'S TRANSFORMATION PROJECT REPORT
1.01	Flintshire County Council is committed to ensuring safe, high quality support for children on the edge of care and those we look after. We want our young people to develop the skills and resilience to lead fulfilled lives.
1.02	Our main aim is to support families to care for their own children, and to prevent them, if safe to do so, from becoming looked after. This is what the majority of families want and where most children will best achieve their potential.
1.03	We have secured funding for an East Area project to develop the support we offer for children, young people and families who have clear needs but may fall between the services offered by different agencies. The project is a partnership between Flintshire, Wrexham local authority and BCU. The project has 3 work streams which are set out in the following paragraphs.
1.04	Helping parents with low/moderate mental health needs
1.05	A reoccurring feature of referrals to the Early Help Hub is the mental health needs of the parents bringing up their children. Regularly, the parents needs do not meet the thresholds for support from Community Mental Health Teams (CMHTs) but their mental well-being is impacting on their ability to effectively nurture their children. CIW engagement activity highlighted this feature and recommended that the local authority explore how it can bridge this gap as part of its early intervention strategy.
1.06	As part of the Transformation Programme a part time social work post has been funded to work with the Early Help Hub to target support for parents with low/moderate mental health needs. The funding provides an opportunity to test the model of support we want and to identify the initial impact. Proposal are being drawn together for the sustainability of the approach should it prove effective.
1.07	Intensive assessment and therapeutic support for families
1.08	The second work stream has involved us establishing a health and social care Team to provide intensive assessment and therapeutic support for young people who don't meet the thresholds for CAMHS, but are displaying significant needs, often with high levels of dysregulated behaviour, and patterns of school exclusion/risk of exclusion. During the COVID lockdown we have successfully appointed, and launched, a Team which comprises of a Supervisor 4 therapists and part time administrator. The Team have met the criteria to operate Multi Systemic Therapy (MST) model under strict licencing requirement including competency to practice through intensive training. MST a clinical model that works with all systems surrounding the child including education, community influences

	<p>and any significant adults/others in the family. It builds resilience of the child and family as a collective, and offer supports that is accessible '24/7'. The Team provides direct support to build the resilience of families between 3 and 5 months. The focus is preventing family breakdown and reducing the need for children to unnecessarily entering the care system. As the Team will be working with some of the most complex cases they will have capacity to support up to 20 families across the East Area at any one time. Since the formal launch in June the Team have completed work with 5 Flintshire children and are currently working with another 8 Flintshire children. As part of the regional model Oxford Brookes University have been commissioned to evaluate the project and are about to commence their work which will include qualitative work to assess the impact of the intervention through discussions with the young people and families who have been supported to date.</p>
1.09	<p>Setting up a local Residential Children's provision to rebalance the market and support children and young people locally</p>
1.10	<p>Like many authorities Flintshire is currently reliant on the independent sector for Children's Residential Care provision. This provision is very expensive and often in placements that are out of area. There are opportunities to use this grant funding to facilitate a different approach to help reduce our reliance on Out of County placements which lead to financial pressures for social services and education.</p>
1.11	<p>The intention would be to establish a short term (12 week) residential assessment and support provision to meet the needs of young people whilst seeking family reunification, or a longer term local fostering/residential placement. The support model would be the clinical MST approach.</p>
1.12	<p>There can be occasions where a placement (with family or carer) can reach crisis point and breakdown. In these emergency situations the choices for placements can be limited and can result in long term high cost Out of County provision. We are seeking an alternative, where a local authority Residential Care provides short term intensive MST model (see 1.8 above). This would enable an in-depth assessment of the young person to fully understand their needs, whilst providing therapeutic work with them and their families. The intention would be to de-escalate the crisis, assess and understand the core issues/needs of the family, and work with them to develop their skills/relationships with a view to reunification so that young person can appropriately step down back to their family network. There would be a strong focus on supporting attendance within local education provision, supporting schools in this aim, as well as developing a long term care and support plan if needed for the family. This approach would also help to minimise avoidable long term entry into the looked after care system.</p>
1.13	<p>Where a return home is assessed as not being in the child's best interest the 12 week period will provide time to secure the best setting possible for that child to thrive and facilitate a planned and structured placement, avoiding a crisis placement based on availability on the day.</p>
1.14	<p>A local property has been identified with the potential to provide 3 x 12 week Residential Assessment beds plus 1 x Emergency Bed for one to two nights. The property has sufficient capacity to locate the MDT Team</p>

	at the provision alongside a Residential Care Team who will also offer MST whilst children stay at the Home.
1.15	A full business case is being developed for the establishment and the association running of the provision. This includes a Flintshire only provision as well as the options for an East provision with Wrexham local authority. This is in line with Welsh Government's ambition to see greater degree of regional/sub regional working in rebalancing the children's residential market.
1.16	In line with the First Minister's commitment to improve outcomes for children, we have shared our intentions with Welsh Government with a view to securing ICF funding to purchase and refurbish a building for the Residential provision. The funding is critical in enabling us to drive forward innovation and to develop alternative models of care that rebalance the current market which is Provider led.
1.17	As part of our ambition to provide local, quality options Officers from Social Services and Housing undertook a site visit to Anglesey where they have developed a 'small homes' registered homes model. Bespoke provision has been developed using existing Council stock, and purchasing a bungalow to provide residential provision for up to 2 children in each location. Active work has commenced with housing to explore how this model could translate locally and options will be developed for supporting more children in house.

2.00	RESOURCE IMPLICATIONS
2.01	Safely and appropriately supporting young people through intensive assessment and support is the most cost effective way of delivering our services. For some children specialist residential placements will always be the best provision for them. This Strategy will help to ensure high quality local/regional residential placements that secure positive outcomes and placement stability.
2.02	Grant funding is in place for the social worker for mental health and the establishment of the MST Team. Funding would need to be provided by Welsh Government to enable the purchase and refurbishment of a Residential provision. A detailed costed business will be developed to identify associated revenue costs and funding options.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Failure to implement alternative pathways is likely to result in a continued increase in the number of looked after children without the opportunity to fully explore and deploy intensive support which can, in some cases appropriately support family resilience and maintain family arrangements. There is also a risk of an over reliance on costly provision through independent fostering and residential providers, with a lack of appropriate placement choice within the local/regional area.

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

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Craig Macleod Telephone: 01352 701313 E-mail: craig.macleod@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<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>Multi Systemic Therapy (MST) is an intensive family and community based intervention for children and young people aged 11-17, where young people are at risk of out of home placement in either care or custody. MST teams focus on the whole world of the young person - their homes and families, schools and teachers, neighbourhoods and friends. MST staff go to where families live and work with them intensively for three to five months, including being on call to families 24 hours a day, seven days a week</p>

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SOCIAL SERVICES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	22 nd October 2020
Report Subject	Project SEARCH in Flintshire
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of report	Operational

EXECUTIVE SUMMARY

Only 2% of young people with a Learning Disability in Wales are in paid employment, but Project SEARCH Flintshire aims to change that.

Project SEARCH is an internationally recognised program dedicated to building a workforce that includes people with disabilities.

Project SEARCH in Flintshire is a partnership between Flintshire County Council, Hft, Clwyd Alyn Housing Association and Coleg Cambria which supports young people ages 18-24 access training and work opportunities to support them to access meaningful, paid employment.

On completion of the programme, the young people, many with significant learning disabilities, are employed in non-traditional, complex and rewarding jobs at above 16 hours a week, enabling them to have the skills and resources to have control over their lives in to adulthood.

The hard work of the Intern's and the staff team supporting them has now paid off, with 7 young adults with Learning Disabilities and Autism from Flintshire celebrating their graduation from the Project SEARCH programme on 1st September 2020. Many of the interns are now moving in to employment they have secured.

RECOMMENDATIONS

1	That the Committee notes the progress made through the service partnership with Hft, and the success of the interns in year 1 of the programme.
2	For Members to Champion the programme and support and encourage the development of internships opportunities across the Council.

REPORT DETAILS

1.00	Project SEARCH in Flintshire
1.01	<p>Project SEARCH is an internationally recognised program dedicated to building a workforce that includes people with disabilities. The program was established in 1996 at Cincinnati Children's Hospital Medical Centre to address staff turnover in entry-level support positions. The successful model has been replicated in hospitals, banks, universities, and businesses in more than 500 locations in the U.S. and abroad. Flintshire's project search is one of only a few programming operating in Wales.</p> <p>Designed as a nine-month unpaid internship program, Project SEARCH places interns in real-world work settings where they learn all aspects of gaining and maintaining employment. Interns are young people aged 18-24 with a Learning Disability.</p> <p>A series of three internships lasting 10-12 weeks allows interns to explore careers and develop marketable job skills. They receive support from department mentors, skills trainers, and worksite accommodations and adaptations. The ultimate goal is for each intern is to secure competitive employment within their community. The program provides individualised job development that is based on the intern's experiences, strengths, and skills.</p> <p>The goal of Project SEARCH is to immerse the interns in a true work environment as much as possible. This includes going through initial induction and training, shadowing other employees, taking normal breaks, eating lunch with peers, signing in and out, providing and wearing the correct uniform, dealing with a supervisor and being evaluated on performance.</p> <p>On completion of the programme, the young people, many with significant learning disabilities, are employed in non-traditional, complex and rewarding jobs at above 16 hours a week, enabling them to have the skills and resources to have control over their lives in to adulthood.</p>
1.02	Project SEARCH in Flintshire is a partnership between Flintshire County Council, Hft, Clwyd Alyn Housing Association and Coleg Cambria. Interns participate in the nine-month employment program in place of a typical school year assignment or adult training program and are referred to as Project SEARCH interns.

	<p>Each intern works in up to three placements during the course of their time in the program. During the internship, the intern learns job-specific skills while having the opportunity to put employability skills into practice.</p> <p>The Interns develop employability skills in a designated classroom at Llys Raddington with a Tutor from Coleg Cambria, and learn job related skills while participating in a variety of internships. These internships included:</p> <ul style="list-style-type: none"> • McDonald Flint • Court House Café, Clwyd Alyn, Flint • Café, activities assistant and housekeeping duties and at Llys Raddington • Admin duties in Children’s Services and Housing at Council Offices in Flint • Café and pool side at Jade Jones Pavilion with Aura and Newydd <p>During the internship, appointed mentors, supported by Project SEARCH staff, work with the interns to demonstrate the necessary skills and tasks for the role.</p>
1.03	<p>The pandemic significantly impacted the programme, with workplaces closing down and a number of the interns self-isolating.</p> <p>However, the programme did not stop during this time. The young interns, supported by the tutor and job coaches have continued completing work, updating their CVs and applying for work.</p>
1.04	<p>Their hard work has paid off, with 7 young adults with learning disabilities and autism from Flintshire have celebrated graduating from DFN Project SEARCH programme at an online Graduation on 1st September 2020.</p>
1.05	<p>Many of the interns have now gone on to paid employment.</p> <p>O has secured a position in NEWCES stores and is assisting with the delivery of PPE and equipment in the community.</p> <p>L has completed a work trial at a local hotel, and is now moving in to independent living with other young people from the programme.</p> <p>E has an interview at a local restaurant.</p> <p>G made a lasting impression at McDonalds and he has secured a permanent post. He will begin work when it is appropriate to do so.</p> <p>L has been successful in securing a position at Llys Raddington as an Activities Assistant.</p> <p>R will be volunteering at Hwb Cyfle whilst a position is being secured at Clwyd Alyn.</p> <p>J continues to be supported to apply for work by the Job Coaches from Hft.</p>
1.06	<p>The young people have greatly enjoyed their time on the programme and the variety of opportunities they have been able to take part in.</p> <p>At the graduation, a number of the Interns commented that the programme has helped them to grow in confidence, found new friends and independence, and that they felt they would not be where they are now</p>

	without their involvement in Project SEARCH. There was also heartfelt thanks from the Interns and their Parents to the staff who have supported the young people along their journey. We continue to support last year cohort in the search for paid work.
1.07	<p>We are now preparing for the second year of Project SEARCH. Rotations are being secured across partners, building on those secured last year. New internships include opportunities in Benefits in County Hall and with Customer Services/Connects and the Library at Connah's Quay.</p> <p>We are continuing to search for additional opportunities across our teams.</p>
1.08	<p>We continue to seek opportunities for internships and employment within the council to fulfil our commitment to the amazing young people who are part of the programme. New internships include an opportunity in Benefits in County Hall, and with Customer Services/Connects and the Library in Connah's Quay.</p> <p>Due to the pandemic, the classroom will be based at Coleg Cambria's Northop campus until the classroom at Lllys Raddington can be safely accessed.</p>
1.09	<p>We are now scoping the development a programme to support those aged 25yrs and over, who may have not been able to access this type of opportunity in the past.</p> <p>This will be the first programme of its type in Europe.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Project SEARCH is part of the Hft contract for the delivery of Learning Disabilities and contributes to the services Social Value.
2.02	Staff have invested time in supporting the individuals thrive in their placements by becoming mentors. Those acting as mentors will also be offered additional training as part of the next programme, to include accessing ILM in Management, Supervision, Autism Awareness and a Mentoring qualification through our Corporate Training Team.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The programme is overseen by representatives from all partners. And meet at regular Steering Groups.

	The young people meet with their tutors and job coaches to develop their CVs and access additional training.
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5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Project SEARCH website https://www.dfnprojectsearch.org/</p> <p>Hft Flintshire Facebook Page https://www.facebook.com/HftFlintshire</p> <p>Image of the Graduates – Class of 2020 https://www.facebook.com/HftFlintshire/photos/a.182097552405621/661290321153006/</p>

7.00	GLOSSARY OF TERMS
7.01	Interns – Young people with Learning Disabilities taking part in Project SEARCH
7.02	Hft – Hft have operated the Council’s Learning Disability and Work Opportunities Services since 2018.

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