

# Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr  
Head of Legal and Democratic Services  
Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Carol Ellis (Chair)

CS/NG

Councillors: Marion Bateman, Peter Curtis,  
Adele Davies-Cooke, David Evans, Veronica Gay,  
Cindy Hinds, Hilary Isherwood, Stella Jones,  
Brian Lloyd, Mike Lowe, Hilary McGuill,  
Dave Mackie, Ian Smith and David Wisinger

14 June 2013

Tracy Waters 01352 702331  
tracy.waters@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 20TH JUNE, 2013** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

## **A G E N D A**

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **APPOINTMENT OF VICE-CHAIR**  
Nominations will be sought for a Vice-Chair for the Committee.
- 4 **MINUTES** (Pages 1 - 8)  
To confirm as a correct record the minutes of the meeting held on 9<sup>th</sup> May 2013.

---

County Hall, Mold. CH7 6NA  
Tel. 01352 702400 DX 708591 Mold 4  
[www.flintshire.gov.uk](http://www.flintshire.gov.uk)  
Neuadd y Sir, Yr Wyddgrug. CH7 6NR  
Ffôn 01352 702400 DX 708591 Mold 4  
[www.siryfflint.gov.uk](http://www.siryfflint.gov.uk)

The Council welcomes correspondence in Welsh or English  
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

5 **BETSI CADWALADR UNIVERSITY HEALTH BOARD**

Presentation from Betsi Cadwaladr University Health Board.

6 **SOCIAL ENTERPRISE ( DOUBLE CLICK) BUSINESS PLAN REPORT**  
(Pages 9 - 38)

Report of Director of Community Services enclosed.

7 **QUARTERLY PERFORMANCE REPORTING** (Pages 39 - 74)

Report of Environment & Social Care Overview & Scrutiny Facilitator enclosed.

8 **FORWARD WORK PROGRAMME** (Pages 75 - 78)

Report of Member Engagement Manager enclosed.

**THE FOLLOWING REPORT IS FOR INFORMATION ONLY**

9 **CARERS STRATEGIES (WALES) MEASURE UPDATE** (Pages 79 - 84)

Report of Environment & Social Care Overview & Scrutiny Facilitator enclosed.

# Agenda Item 4

## **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**

**9 MAY 2013**

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held at Delyn Committee Room, County Hall, Mold CH7 6NA on Thursday, 9 May 2013

### **PRESENT:** Councillor Carol Ellis (Chair)

Councillors: Marion Bateman, Adele Davies-Cooke, David Evans, Cindy Hinds, Mike Lowe, Dave Mackie, Hilary McGuill, Gareth Roberts and Ian Smith

### **SUBSTITUTES:**

Councillors: Ian Dunbar for David Wisinger, Ray Hughes for Brian Lloyd and Paul Shotton for Stella Jones

### **ALSO PRESENT:**

Councillor: Aaron Shotton

### **CONTRIBUTORS:**

Cabinet Member for Social Services, Director of Community Services, Head of Social Services for Adults, Head of Social Services for Children and Partnership Manager Health Social Care & Wellbeing Strategy

Kate Newman, Health and Social Care Facilitator, Flintshire Local Voluntary Council for minute number 87

Complaints Officer for minute number 88

Mental Health Support Service Manager for minute number 89

### **IN ATTENDANCE:**

Environment and Social Care Overview and Scrutiny Facilitator and Committee Officer

## **85. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

No declarations of interest were made.

## **86. MINUTES**

The minutes of the meeting held on 11 April 2013 had been circulated to Members with the agenda.

### **Matters Arising**

In response to a query from Councillor H.J. McGuill about the breakdown of calls received by the Emergency Duty Team, the Environment and Social Care Overview and Scrutiny Facilitator indicated that details of the calls listed as 'other' had been circulated to Members by email earlier that day. She added that a breakdown of calls for children and adults and whether calls were as a result of patients being discharged from hospital was being collated and would be circulated to Members when the information was available.

Councillor McGuill also asked for confirmation that an update on the 'man in the van' pilot would be provided in the quarterly performance report. The

Partnership Manager Health Social Care and Wellbeing Strategy explained that it would be referenced in the quarter 4 information but that full analysis would be included in the quarter 1 report.

The Chair indicated that a written response had also been provided to Members on performance indicator SCY/001a (the percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age). She also explained that she had asked that Betsi Cadwaladr University Health Board (BCUHB) provide an update on enhanced care when they attend the meeting scheduled for 20 June 2013. The Director of Community Services explained that Partnership Manager Health Social Care and Wellbeing Strategy had been in discussions about a North West Flintshire Enhanced Care Service and some positive developments had been made but that some issues were still outstanding. In response to a query from Councillor McGuill about how much BCUHB had put aside for the project in Flintshire, Partnership Manager Health Social Care and Wellbeing Strategy said that she had been advised that approximately £300,000 had been put aside for each locality. The Director added that this was the general award across North Wales.

**RESOLVED:**

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

**87. PROVISION OF HEALTH AND SOCIAL CARE SERVICES, BY THIRD SECTOR ORGANISATIONS IN FLINTSHIRE**

The Chair introduced Kate Newman, the Health and Social Care Facilitator for the Flintshire Local Voluntary Council (FLVC), to the Committee.

Ms. Newman introduced the report to update the Committee, demonstrate the range of health and social care services in Flintshire provided by third sector organisations and to inform Committee of third sector involvement in commissioning of health and social care services. A handout was circulated to Members which provided details of the third sector organisations in Flintshire and the types of services that they provided.

Ms. Newman detailed the background to the report and explained that there were approximately 20 third sector organisations in Flintshire commissioned by Flintshire County Council and/or Betsi Cadwaladr University Health Board (BCUHB) to deliver health and social care services. It was reported that there was an increasing expectation on public and third sector organisations to deliver more with less, thus requiring effective pooling of existing resources. Locally based third sector organisations were fundamental to the provision of a range of accessible and appropriate services to enable individuals to maintain independence within the community. A small number of third sector organisations had effective working links and provided services which supported both the Flintshire County Council re-ablement team and Crisis Intervention team. This joint working was crucial to enable individuals to remain at home, avoiding nursing care or hospital admission. Ms. Newman provided details of case studies of the support which had been provided by the third sector

organisations to assist individuals and their families. The third sector provision of health and social services in Flintshire also contributed to the effective implementation and delivery of strategic plans such as Flintshire Carer's Strategy, Together for Mental Health and Families First.

Councillor D.I. Mackie raised concern about the recommendation 4.02 as the recommendation from the FLVC was not contained in the report. Ms. Newman said that it was not about FLVC being involved in commissioning of the service but was about planning what the service might look like. This could include developing a process on how to access third sector organisations in terms of contributing to the whole process. The Chair suggested that this part of the recommendation be removed.

Councillor H.J. McGuill welcomed the work of the third sector organisations and asked whether links to the FLVC were publicised as she felt that members of the public who were not aware of the existence of the FLVC would not be able to access the advice they provided. Ms. Newman responded that a web-based health and social care directory had been developed which was on the FLVC website. This listed the services available along with an overview of the service and contact details. Councillor McGuill queried whether there were links on the Flintshire County Council and health care websites. Ms. Newman explained that a link was included where possible but added that it was an ongoing process. The Director said that the Flintshire County Council website was being revised and that he would check whether a link to the FLVC website could be included in the revised website.

In response to a comment from Councillor P. Shotton about the public knowing who to contact, the Head of Social Services for Children referred to the Family Information Service based in Buckley who could provide information on services available. Councillor A.I. Dunbar asked what FLVC did specifically for carers. Ms. Newman responded that FLVC did not provide direct services but spoke of North East Wales Carer Information Service (NEWCIS) which provided a range of services for carers.

**RESOLVED:**

- (a) That the contribution and provision of health and social care services by third sector organisations across Flintshire is noted;
- (b) That Flintshire Local Voluntary Council (FLVC) provide an annual overview of third sector health and social care service provision to the Committee; and
- (c) That FLVC and Flintshire County Council engage in discussions to consider developing processes regarding access to services provided by the third sector.

**88. ANNUAL REPORT ON THE SOCIAL SERVICES REPRESENTATIONS AND COMPLAINTS PROCEDURE 2012-13**

The Complaints Officer introduced the report to provide Members with information on the compliments, representations and complaints received by Adult and Children Social Services for the year April 2012 to March 2013.

He provided a detailed breakdown and explained that 51 complaints for Adult Social Services were received in the year which was a significant decrease compared to 89 received during 2011-12 and 76 during 2010-11. Information was provided on the number of complaints which progressed to Stage 2 of the procedure and the Complaints Officer added that one complaint was considered at a Stage 3 Panel Hearing. Social Services for Adults received 140 compliments in the year 2012-13 and details of the work areas which received the compliments were reported. Tables in the report provided a breakdown of the services which had been complained about or complimented on and further details were reported of the complaints and the methods used to resolve them. For Children's Social Services, 57 complaints were received which was a slight increase on the previous years. A breakdown of the services which had been complained about or complimented on were reported and further information was shown on how the complaints had been resolved. The service also recorded that 57 compliments had been received from families and the Courts with an additional 10 compliments relating to the work of the Youth Justice Service.

Councillor H.J. McGuill welcomed the reduction in the number of complaints for Adult Social Services and praised the work of Susie Lunt, Service Manager Intake and Reablement and the team for listening and acting on the complaints received to improve the service. She raised concern at complaints which were received following patients being discharged from hospital and in response, the Partnership Manager Health Social Care and Wellbeing Strategy said that structures were in place and due to lessons learned from previous complaints, they were now more robust. She added that it was important that the health service monitored the element of the report that affected them. The Director of Community Services said that if the complaints were only about health issues then they would not be accepted under the authority's procedures. Councillor McGuill said that she would like to see if an element of complaints were about hospital discharges.

Councillor P. Shotton queried whether the half day workshop run by the Complaints Officer was having a positive effect. He also asked who the independent Investigating Officers for Stage 2 complaints were. In response the Complaints Officer advised that they had a social care background and would be selected from a shared pool of resources across North Wales.

Councillor M. Bateman felt that it would be useful to have a breakdown of the number of service users to compare to the number of complaints or compliments received. The Complaints Officer confirmed that he could provide this information in future reports. The Chair felt that the small number of complaints was a credit to the staff.

**RESOLVED:**

That the report as an overview of the administration and outcomes of the Social Services representations and complaints procedure be accepted.

**89. TRANSFORMATION OF DOUBLE CLICK TO A SOCIAL ENTERPRISE**

The Head of Social Services for Adults introduced a report to describe the proposal to transform the service delivery of Double Click from a Social Services run work-scheme to a Social Enterprise working in partnership with Flintshire County Council as a new business. He introduced Rhian Evans, the Mental Health Support Service Manager, to the Committee.

The Head of Social Services for Adults detailed the background to the report, explained why the Social Enterprise Model had been chosen, highlighted the changes for the Service and detailed the impacts on staff, service users and the local authority.

Councillor D.I. Mackie raised concern that there was no business case available to Scrutiny and said that he would not be able to support the recommendation without the business case. He was also concerned that the report did not contain more detail of what the future held and of the future financial implications on the authority.

The Mental Health Support Service Manager explained that a draft business case was in place and that advice and input had been sought from the Senior Business Advisor. The Head of Social Services for Adults said that the future aspirations would include offering more training places and added that he expected the cost of the Business Manager to be reviewed yearly and expected the funding required for this to reduce over initial years. The Chair suggested that the wording of the recommendation be amended to allow the Committee to consider the Business Case before supporting the recommendation that Cabinet progress the issue.

Councillor D. Evans queried whether the service, which had been established for over ten years, had made a profit during that time. The Mental Health Support Service Manager explained that it had not been a business during that period so had not made a great deal of money but that income had increased in the past year. The Chair then suggested that the report and business case be submitted to the next meeting of the Committee for consideration. The Director of Community Services said that he was grateful for the comments made and added that the business case was about building the business over the next three years.

**RESOLVED:**

That a report and the business case be submitted to the next meeting of the Committee for consideration.

**90. TRANSITION UP-DATE**

The Head of Social Services for Adults introduced a report to provide the Committee with updated information on the progress of the Transition Teams sited within Disability Services (Adult Social Services). He detailed the background to the report and explained that the words 'young person aged 14-15' in paragraph 3.03 should read 'young person aged 16'. This was a report for information and further update reports would be submitted to future meetings of the Committee.

The Chair welcomed the informative report and Councillor P. Shotton said that it was important to note the achievements of the Transition Team.

The Head of Social Services for Children detailed some of the challenges which the young people and the team faced and explained that training had been undertaken.

**RESOLVED:**

That the report and the achievements of the Transition Team be noted.

**91. SOCIAL SERVICES AND WELL-BEING (WALES) BILL**

The Director of Community Services introduced a report to provide an explanatory report, of the Social Services and Well-Being (Wales) Bill. He detailed the background to the report and highlighted the key proposed changes and implications and provided details of what the Bill would not include.

The Chair referred to the recommendation at paragraph 4.00 and asked that an additional recommendation be included which would read as follows:-

4.02 – That the Committee request that Cabinet debates the implications of the Social Services and Well-Being (Wales) Bill on Flintshire County Council and in particular the financial impact.

On being put to the vote, this was agreed.

Councillor P. Shotton said that in noting the intention of this bill to integrate and simplify current social care legislation, he felt that more information was required on funding and the cost implications for Flintshire County Council. Councillor A.I. Dunbar, in praising the tremendous work undertaken by carers and welcoming the key changes for carers, asked when the changes would be implemented. The Director responded that the changes to carer's rights and responsibilities were welcomed but added that it was expected that they would not be put in place until 2016. The Chair said that the implications of the bill had always been to have social services working more closely with health. The Director referred to the third bullet point on page 39 where it was reported that, as part of the Bill, there would be extended duties on social services and their partners to collaborate in the delivery of integrated services, including the use of pooled budgets, partnership working and working with others to reduce bureaucracy.



In response to a query from Councillor H.G. Roberts for more information of what was contained in the Bill, the Director explained that the document, which was over 1,000 pages, was available electronically. He confirmed that there were no formal proposals to merge health and social services but it was anticipated that the services would be more integrated.

**RESOLVED:**

- (a) That Members be aware of the legislation coming into force which will significantly change how services are delivered across Wales; and
- (b) That the Committee request that Cabinet debates the implications of the Social Services and Well-Being (Wales) Bill on Flintshire County Council and in particular the financial impact.

**92. FORWARD WORK PROGRAMME**

The Environment and Social Care Overview and Scrutiny Facilitator introduced the report to consider the Forward Work Programme of the Committee.

The Facilitator explained that a joint meeting with Lifelong Learning Overview and Scrutiny Committee was due to take place on Tuesday, 11 June 2013. She also detailed the items which were due to be considered at the meeting scheduled for 20 June 2013 and advised Members that a report on the Business Case for Double Click which had been requested during earlier discussions, would also be submitted to the meeting.

Details were also provided of the items which were to be submitted to the meeting scheduled for 25 July 2013 and the Facilitator advised that the Director of Community Services had asked that a report on Adult Safeguarding be considered at that meeting. The Chair also asked if a presentation from North East Wales Carers Information Service (NEWCIS) could be made to a future meeting.

The Facilitator advised that a Forward Work Programme Planning Sessions had been arranged for 4 July 2013 for Members to have input into the items to be considered by the Committee over the next few months.

**RESOLVED:**

That the Forward Work Programme be approved subject to the inclusion of:-

- (i) a report on the Business Case for Double Click to the 20 June 2013 meeting;
- (ii) a report on Adult Safeguarding to the 25 July 2013 meeting; and
- (iii) a presentation by NEWCIS to a future meeting of the Committee.

93. **MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

There was one member of the press and no members of the public in attendance.

(The meeting started at 2.00 pm and ended at 3.55 pm)

.....

**Chair**

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY, 20 JUNE 2013**

**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**

**SUBJECT:** **SOCIAL ENTERPRISE ( DOUBLE CLICK) BUSINESS PLAN REPORT**

### **1.00 PURPOSE OF REPORT**

- 1.01 This report is designed to provide members with an opportunity to consider the Business Plan for Double Click. It is proposed that Double Click transforms from a Social Services run work–scheme to a Social Enterprise.
- 1.02 Scrutiny members requested an opportunity to consider the proposed Business Plan for Double Click at its May meeting when this was discussed and to support making a fully informed decision on this development.

### **2.00 BACKGROUND**

- 2.01 This Business Plan has been produced with support from Social Firms Wales.
- 2.02 Plans to develop Double Click into a Social Enterprise have been considered since 2010 and ongoing advice has been sought from Social Firms Wales.
- 2.03 Appropriate legal and personnel advice has supported its proposed transition from a social services run business to a Social Enterprise and this will continue to be the case.

### **3.00 CONSIDERATIONS**

- 3.01 Members are asked to consider the Business Plan (attached as Appendix A).
- 3.02 Double Click would have two main sources of income as a social enterprise. These are bespoke, high quality digital Photographic and digital printed materials and training placements for people from disadvantaged groups.
- 3.03 The Business Model proposed for Double Click is that of a Company

Limited by Guarantee, with the associated legal model being a Community Interest Company. This is described in further detail in Appendix B.

- 3.04 From a market perspective it is considered that Double Click's ability to produce bespoke and hand finished material differentiates it from its competitors.
- 3.05 With respect to its Training Placements at present there is no direct competition due to the specialist nature of the activity undertaken.
- 3.06 Following approval to progress, Double Click would appoint a voluntary Board of Directors with representation from the workforce, the public sector and local business'. Board members would have a range of skills intended to support the company's development.
- 3.07 The Financial Analysis shown as Section 7 of the Business Plan (Appendix A) shows a gradual change in the profile of the business between 2013 and 2018. This shows a growing level of sales which in turn will support the enterprise to reinvest in the business, employing staff from the service user group affected and in offering further training placements.
- 3.08 The broader context for the proposed move of Double Click to a Social Enterprise, and the reasons for the recommended model of a Company Limited by Guarantee are fully covered in the 9<sup>th</sup> May scrutiny report appended to this report. (Appendix 2)

#### **4.00 RECOMMENDATIONS**

- 4.01 On the basis of information included within this Scrutiny Report and associated appendices scrutiny is asked to support progressing Double Click from a Social Services run work scheme, to a Social Enterprise company in the form of a Company Limited by Guarantee.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 See Appendix A.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 Is expected to support some current service users to gain paid employment.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None.

#### **8.00 EQUALITIES IMPACT**

8.01 Covered in Equalities Impact Assessment.

**9.00 PERSONNEL IMPLICATIONS**

9.01 Staff seconded from Flintshire County Council to the new business for 3 years.

**10.00 CONSULTATION REQUIRED**

10.01 If the authority agrees to proceed with the externalisation process, formal consultations with staff and service users will need to take place.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Two informal consultations with service users have taken place at various stages since 2011 and 3 with staff and trade union/HR representatives. Both groups are regularly updated as to the progress of the project.

**12.00 APPENDICES**

Appendix A – Double Click – Business Plan  
Appendix B- Scrutiny Report of the 9<sup>th</sup> of May, 2013

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

**Contact Officer: Alwyn Jones**  
**Telephone: 01352 702502**  
**Email: Alwyn.jones@flintshire.gov.uk**

This page is intentionally left blank

**DOUBLE CLICK  
DESIGN & PRINT**

**An Emerging Social Enterprise**

Business Plan  
With Social Objectives  
2013 –2016

## Contents.

	<u>Page</u>
1. Executive Summary	2
2. Company Description	4
3. Products and Services	6
4. Market Analysis	7
5. Strategy and Implementation	8
6. Management Team	10
7. Financial Analysis	11
Appendix 1 – SWOT Analysis	14
Appendix 2 – PESTLE Analysis	17



# 1. Executive Summary.

Double Click Design and Print is currently a social services run work scheme which produces a range of printed materials for the local authority and private clients. Its vision is to be a thriving social enterprise which builds opportunities for disadvantaged groups through training and employment.

In recent years Local Authorities have increasingly engaged with social enterprises to deliver sustainable services and to help stimulate local economies. The Welsh Government is strongly encouraging this model. The concept of Social Enterprise is included in Flintshire County Council's Transformation of Social Services for Adults agenda and is also conducive to the Council's strategic objectives.

Double Click Design and Print would have two main sources of income as a Social Enterprise. In addition to producing bespoke, high quality photographic and digital printed materials, they would provide a service to the Local Authority in the form of training placements for people from disadvantaged groups. This second objective would be more central to the enterprise than the product which is being sold, though the trading aspect must still be financially viable in order to further develop the company, to offer more training placements, and in some situations to provide paid employment to disadvantaged individuals. This is reflected in the financial analysis section of this report, where sales forecasts are conservative due to the emphasis on the training element of the business.

Social Firms Wales along with Flintshire County Council's senior business development officer have assisted the Mental Health Support Services team in making recommendations as to the commercial viability of Double Click Design and Print as an independent business. Double Click's ability to provide bespoke and unique hand finished products, with a photographic element is a key factor in distinguishing them from the competition. As a Social Enterprise, Double Click would also hope to appeal to Corporate Social Responsibility, thus further widening the client base. There is no direct competition with other such supported businesses within Flintshire due to the nature of the business activity undertaken.

It is proposed that the most appropriate organisational and legal structure for this social enterprise would be a Community Interest Company which is limited by guarantee. This is so as to protect the assets and social ethos of the business, and ensure that any profits are used for public good. It would be a business independent of the Local Authority which would have social ownership and be registered at Companies House; it would also have limited liability in order to protect members of its Board of Directors/Trustees who would be involved on a voluntary basis. Directors would be carefully appointed, with representation from the local authority and people with financial expertise, experience in human resources, knowledge of the industry and general business skills.

A business manager would need to be appointed as soon as possible on the setting up the company who would be accountable to the Board of Directors and responsible for the overall management of Double Click Design and Print. This cost can be met out of savings within the Mental Health support services budget. It is essential that the social enterprise has this expertise in order for the business to succeed.

There are currently 4 staff employed by the local authority within Double Click which constitute approximately 2.5 full time posts. Informal consultations about the potential changes have already taken place and staff would initially be seconded to the new business for a period of 3 years. If staff do not wish to transfer under TUPE regulations after this period, they will be slotted into a vacancy in Mental Health services at an equivalent level. There are currently approximately 25 service users attending Double Click over the week. It is envisaged that the new business would have 20 training placements for people with mental health problems and some additional volunteer places. As the business develops and profit increases there would be opportunities for people to take up some paid employment if they have the suitable skills.

It is envisaged that an agreement with the local authority would ensure that in the event that the business fails, Double Click Design and Print would revert back to being a social services run work-scheme at the same costs.

## 2. Company Description.

### **Vision and Mission Statement.**

Double Click Design & Print is currently a Social Services run work scheme located in Shotton, Flintshire. It's vision is to be a thriving social enterprise which builds opportunities for disadvantaged groups through training and employment.

The mission using Social Enterprise status is:

- to produce a high quality and diverse range of printed materials suitable to provide an economic return on investment,
- to ensure that profits are reinvested appropriately in order to further the development of individuals and the community,
- to provide a development opportunity for staff and service users which promotes independence thus building self esteem and confidence,
- to offer training placements and in some cases paid employment for people from disadvantaged groups who are excluded from the labour market.

### **Background and History.**

There are more than 62,000 social enterprises in the UK, contributing £24 billion to the UK economy and employing almost one million people. In the past ten years there has been a significant interest in social enterprise, and Local Authorities and other public bodies have increasingly engaged with social enterprises to deliver sustainable services and to help stimulate local economies. Flintshire County Council has introduced the concept of Social Enterprise by including it as one of 13 work streams to be addressed as part of its Transformation of Social Services for Adults agenda.

Double Click Design and Print (previously known as "Capabilities") has been established for over 10 years as a mental health work service. In the past, the objective of social services run day/work services was simply to provide meaningful occupation for vulnerable people. In many cases this inadvertently led to services which fostered dependence and did not necessarily promote social inclusion or citizenship. Better understanding of the recovery approach (and indeed the importance of paid work in the recovery process of people with a disability) requires support services to develop more modern models of service delivery with better quality outcomes for people. Alongside this is the increased evidence of the benefits to local economic regeneration by establishing new businesses with social objectives through the employment of people with disabilities and working in partnership with local councils and others.

This idea is conducive to Flintshire County Council's strategic objectives including:

*To protect and grow the local and regional economy, to be a prosperous county and to provide help and support for those vulnerable to poverty*

*To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social care and health services.*

The strategic policy direction established for Social Services as set out in “Sustainable Social Services for Wales: A framework for Action” (2011) also emphasises the need for change in models of delivery and cites the importance of social firms as examples of models of modernisation and sustainability. Recently the Welsh Government has written to Local Authorities asking them to consider their engagement with businesses/ social enterprises providing supported employment for people with disabilities (WG July 2012).

### **Legal model.**

An options appraisal was undertaken which highlighted that the most appropriate organisational and legal structure for this social enterprise would be a Community Interest Company which is limited by guarantee. The CIC model has been specifically designed for social enterprises who want to use their profits and assets for the public good. The primary purpose of a CIC is to benefit the community and not its shareholders, directors or employees. A significant feature is an “asset lock” which generally does not allow the company to distribute its assets to members. This protects the assets of the CIC and ensures that the assets and profits of the CIC will be devoted to the benefit of the community and not for rewarding shareholders and directors.

The enterprise would also be a Company Limited by Guarantee, i.e. a business independent of the Local Authority which would have social ownership and be registered at Companies House. Guarantee companies are useful for non-profit organisations that require corporate status. This means that its profits are not distributed to its members but are retained to be used for the purposes of the guarantee company. Where an organisation is likely to enter into contracts it may need the benefit of limited liability to protect members of its Board of Directors/Trustees, who are usually involved on a voluntary basis.

### **3. Products and Services.**

There will be two sources of income for the new business.

#### **1. Printing service.**

Newsletters, documents, greetings cards and wedding stationary already form a core part of Double Click's product portfolio and can easily be extended to include a full range of stationary items, document production and marketing materials. Some elements of the products and services listed are already being delivered to local authority and private clients. Double Click will be providing a range of stationary, marketing materials, document services and specialist hand finishing. In addition, they are building upon their photography and IT skills to provide bespoke, high quality photographic and digital printed materials.

#### **2. Training placements.**

The company will provide training placements for people from disadvantaged groups as purchased by the local authority via a contract or service level agreement. This will enable individuals to further develop work related skills in an environment which is more business orientated yet at the same time is able to adequately support the volunteers and employees with additional needs. This objective is more important than the product which is being traded, though the business must still be financially viable in order to further develop the company and offer more training placements and in some situations paid employment to disadvantaged individuals. \* This is reflected in the financial analysis section of this report, where sales forecasts are conservative due to the emphasis on the training element of the business. People who are training will be gaining in competency to complete the tasks required for production and will also be encouraged to look for work outside of the business (even though some paid work within Double Click may be an option). Therefore work capacity may be more limited than in an unsupported business and as a result profits lower.

## **4. Market Analysis.**

Social Firms Wales along with Flintshire County Council's senior business development officer, have assisted the Mental Health Support Services team in making recommendations as to the commercial viability of Double Click Design and Print as an independent business.

### **Print Service.**

Double Click is in an area of high industrial activity, there are a significant number of competitors. However, Double Click are able to provide short run, bespoke printed matter at competitive prices. Their photography services will add value to their offering, as will their design services. In addition to these, their unique hand finishing services, especially for products such as wedding stationary, will be a key factor in distinguishing them from the competition. Only a small minority of local print companies offer document services plus photography. Double Click pride themselves on their close customer relationships, providing face-to-face contact with clients and accommodating their specific requests. This has proven to be valuable in securing repeat business and has already increased their client base.

Furthermore, Double Click through their close links with the local authority, are uniquely placed to capitalise on the significant amount of work generated annually from such a client. As a Social Enterprise, Double Click would operate a different business model, reinvesting all their profits to support their social agenda. This will enable them to complete labour intensive work at very competitive rates and so attract a wider pool of clients and appeal to Corporate Social Responsibility.

### **Training Placements.**

There is no direct competition with other such supported businesses within Flintshire due to the nature of the business activity undertaken. This is beneficial to the procurement process within the local authority in contracting with the social enterprise to provide services (i.e. training placements). Article 19 regulations form part of European legislation that allows organisations to reserve public contracts for supported businesses and thus restricts the tendering process for goods or services to supported businesses only. Therefore public bodies can fulfil their social objectives in helping more disabled people into work. (Welsh Government Paper, "Procurement, public sector engagement, and supported businesses in Wales").

## **5. Strategy and Implementation.**

### **Key objectives.**

- To continue to support existing staff and service users during transitional culture change from work service to independent business.
- To appoint a commercial business manager, ideally with a background in the print industry and an understanding of the needs of disadvantaged groups.
- To recruit a voluntary Board of Directors with appropriate skills and knowledge to bring additional expertise to the company.
- To establish the Community Interest Company Limited by Guarantee.
- To continue to develop staff, volunteers and trainees in the appropriate skills and knowledge required to fulfil commercial operations.
- To continue to engage with individuals from disadvantaged groups who have barriers to employment.
- To review the social business model in light of changing trends within the print industry and update equipment in accordance with market demand.
- To continue to identify gaps in the market and develop products accordingly so as to achieve a reasonable profit.
- To nurture existing customers and develop a wider customer base, including those with a Corporate Social Responsibility.
- To continue to ensure the quality of all products and to deliver on time and at a reasonable cost.
- To deliver a quality service to the local authority via training placements in accordance with the contract and Key Performance Indicators.
- To implement robust financial, legal and HR processes and practices for the business.

### **Risk Strategy.**

There is recognition of the need to prepare for worst case scenarios and a range of measures will be implemented to attempt to counter this. Business performance will be closely monitored by the management team who will continually appraise and evaluate all systems and adjust practices if necessary.

Staff will be regularly appraised and supervised. The existing staff (4 staff in total, 2.5 fte) will initially be seconded to the new firm for a period of 3 years. If staff do not wish to transfer after this period, they will be slotted into a vacancy in MH services at an equivalent level. Where appropriate, trainees (service users) may opt to undertake some paid employment. This can be arranged under permitted earnings regulations which may not affect their benefits.

Social Firms Wales and Flintshire County Council's senior business development officer will continue to provide specialist advice and support. Financial controls will include a standard accounting package and the services of a book keeper and qualified accountant. The business will ensure that all public and employee liability insurances are current and up-to-date.

It is envisaged that an agreement with the local authority will ensure that in the event that the business fails it will revert back to being a social services run work-scheme at the same costs.

A SWOT and PESTLE analysis have been conducted which form part of the risk strategy and cover a wide range of issues. This will be attached as an appendix to this business plan.



## **6. Management Team.**

### **Board of Directors.**

A voluntary Board of Directors would be carefully appointed, with representation from the workforce, the public sector and local businesses. The Board would be responsible for the overall strategic direction of the company. Board members would bring a wide range of additional skills and knowledge in support of the new company including; understanding of the employment of a diverse staff team, financial expertise and experience in human resources, knowledge of the industry and general business skills.

### **Workforce.**

A business manager would need to be appointed as soon as possible on the setting up the company and they would be accountable to the Board of Directors and responsible for the overall management of Double Click Design and Print. This would be someone with proven business experience and an interest in and commitment to social objectives. To support the development of the business, the additional cost of procuring a Business Manager has been factored in, and would be reflected in the cost of training placements to the local authority. In essence costs would remain the same other than this additional funding which can be met out of savings within the Mental Health support services budget. It is essential that the social enterprise has this expertise in order for the business to succeed. In this case, costs to the local authority could reduce or additional training placements could be negotiated.

There are currently 4 staff employed by the local authority within Double Click which constitute approximately 2.5 full time posts. Within the culture of the social enterprise, these would no longer be called “support workers” but “co-workers” as their role would be as much to do with the running of the business as to support trainees and volunteers. Informal consultations about the potential changes have taken place with existing staff, with union and HR representatives present. Staff would initially be seconded to the new business for a period of 3 years. If staff do not wish to transfer under TUPE regulations after this period, they will be slotted into a vacancy in MH services at an equivalent level.

There are currently approximately 25 service users attending Double Click over the week. It is envisaged that the new business would have 20 training placements for people with mental health problems and some volunteer places. All trainees will have a schedule that will be time limited and will lead to an achievement or accreditation. Volunteers would have a volunteer agreement that clearly outlines their role in any activity undertaken. As the business develops and profit increases there would be opportunities for people to take up some paid employment if they have the suitable skills, and/or for additional training placements to be offered.

## 7. Financial Analysis.

<b>Income</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
Sales of Product	13,000	20,000	25,000	30,000	45,000	In 2011 trading income amounted to around £2,000 which covers the costs of materials
Other Income						*See section on products and services for further explanation of sales forecasts
Sale of Supported Placements	110,000	110,000	110,000	110,000	110,000	Based on 20 places initially dependent on SLA and performance, with a view to increasing the amount of placements available
<b>Total Income</b>	<b>123,000</b>	<b>130,000</b>	<b>135,000</b>	<b>140,000</b>	<b>155,000</b>	
<b>Cost of Goods Sold</b>						
Cost of Goods Sold	5,487	10,000	12,500	15,000	22,500	
<b>Gross Profit</b>	<b>117,513</b>	<b>120,000</b>	<b>122,500</b>	<b>125,000</b>	<b>132,500</b>	Gross Profit year 1 @ 58%
Staff Costs (inc pension and NI)	61,000	62,830	64,715	66,656	68,655	Figures from Vicky Forman re 2012/3 budget
Supervisory Staff (inc pension and NI)	20,500	10,558	10,874	11,200	11,536	Reduces to 50% in line with Business Manager appointment
Business Manager (inc pension and NI)	16,770	29,612	30,500	31,415	32,357	note: year 1 costs at 7/12ths of annual costs, proposed start date Sept 13
<b>Travel Costs</b>						
Essential lump sum	1,239	1,239	1,239	0	0	Per Vicky Forman may reduce in line with supervisory staff costs

Essential mileage	264	264	264	0	0	Per Vicky Forman may reduce in line with supervisory staff costs
Vehicle Costs	0	0	0	1,503	1,503	
Vehicle Lease	2,804	0	0	0	0	Advised that the lease expires in 2013/4
Vehicle fleet charges	3,859	0	0	0	0	
Accountancy	1,000	1,000	1,000	1,000	1,000	
Legal Costs	10,000					Initial costs covering transfer of assets, State Aid etc can be covered within Support Services budget.
Website	3,000	100	100	100	100	
HR costs				1,500	1,500	Costs not envisaged until after secondment period
<b>Premises Costs</b>						
Rent	5,166	5,166	5,320	5,320	5,320	Assume 3% increase in year 3
Service Charges	1,404	1,446	1,590	1,490	1,535	Assume 3% increase year on year
Electricity/Gas	1,500	1,650	1,815	2,000	2,200	Assume 10% increase year on year
Telephones	871	897	923	950	979	Assume 3% increase year on year
						Assume 3% increase year on year
Insurances	100	105	110	116	122	Assume 5% increase year on year
Mobile Phones	39	40	41	42	44	Assume 3% increase year on year
<b>Total</b>	<b>129,516</b>	<b>114,907</b>	<b>118,491</b>	<b>123,292</b>	<b>126,851</b>	
Surplus/(Deficit)	-12,003	5,093	4,009	1,708	5,649	
<b>Cumulative</b>	<b>-12,003</b>	<b>-6,910</b>	<b>-2,901</b>	<b>-1,193</b>	<b>4,456</b>	

**NB: On becoming an independent Community Interest Company it is envisaged that Double Click will be able to apply for grants to further support the business if necessary.**

**DOUBLE CLICK**

**Sales Forecast 2013-2014**

**YEAR 1**

<b>Income</b>		<b>Start-up</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan 14</b>	<b>Feb</b>	<b>Mar 14</b>	<b>TOTAL</b>
Mindful Mag					400			400			400			400	1600
Overview Report				400											400
FCC Training Bro			200			200				200			200		800
Greetings Cards			80	80	80	80	80	80	80	120	200	80	100	100	1160
Business sector			300	300	300	350	350	650	750	900	900	1200	1200	1300	8500
Other/Sundries			30	30	30	40	40	40	50	50	50	60	60	60	540
<b>TOTAL</b>		<b>0</b>	<b>610</b>	<b>810</b>	<b>810</b>	<b>670</b>	<b>470</b>	<b>1170</b>	<b>880</b>	<b>1270</b>	<b>1550</b>	<b>1340</b>	<b>1560</b>	<b>1860</b>	<b>13000</b>
<b>Cost of sales</b>	<b>%</b>														
Mindful	50%				200			200			200			200	800
Overview Mag	50%			200											200
FCC Training Bro	75%		150			150				150			150		600
Greetings cards	50%		40	40	40	40	40	40	40	60	100	40	50	50	580
Business	37%		111	111	111	130	130	241	278	333	333	444	444	481	3145
Other/Sundries	30%		9	9	9	12	12	12	15	15	15	18	18	18	162
<b>Sub total</b>		<b>0</b>	<b>310</b>	<b>360</b>	<b>360</b>	<b>332</b>	<b>182</b>	<b>493</b>	<b>333</b>	<b>558</b>	<b>648</b>	<b>502</b>	<b>662</b>	<b>749</b>	<b>5487</b>
<b>Gross Profit</b>		<b>0</b>	<b>300</b>	<b>450</b>	<b>450</b>	<b>339</b>	<b>289</b>	<b>678</b>	<b>548</b>	<b>712</b>	<b>902</b>	<b>838</b>	<b>898</b>	<b>1111</b>	<b>7513</b>
<b>GP%</b>			<b>49.18%</b>	<b>55.56%</b>	<b>55.56%</b>	<b>50.52%</b>	<b>61.38%</b>	<b>57.91%</b>	<b>62.22%</b>	<b>56.06%</b>	<b>58.19%</b>	<b>62.54%</b>	<b>57.56%</b>	<b>59.73%</b>	<b>58%</b>

Sales Forecast Year 1 - shows individual revenue streams and cost of sales.  
Please note: figures take no account of VAT !

# Appendix1.

## SWOT Analysis:

This SWOT Analysis has been prepared using key information and criteria that directly affect the business. Although the criteria used are specific to Double Click, they are also generally common to much of the printing industry.

### Strengths:

Double Click's main strengths are:

#### 1. Modern high-end digital printing machine

The new digital printer will meet local demand for on-demand print and short-run orders. Our market analysis shows that there is a market for on-demand print and a growth trend towards short-run digital printing.

#### 2. Flexible workforce

The workforce is very flexible and able to meet a diverse range of work. Skills include graphic design, photography and specialist finishing. Additional training is planned for design staff and photography to ensure that these key commercial services can be met.

#### 3. Competitive

A low cost base enables the business to be very competitive. As an externalised business there is strong support from the local authority which positively impacts our bottom line. In addition, Double Click has a low capital investment cost with much of the equipment needed for the operation of the business already in place.

#### 4. Niche hand finishing services

Double Click have an excellent and unique complex hand finishing service. Wedding stationary, favours and the like are normally available only in catalogues, are costly and generally produced in the Third World. Double Click are able to produce such items and have done so very competitively in the past.

#### 5. Strong appeal to customer Corporate Social Responsibility (CSR) agendas

As a Social Enterprise Double Click would appeal to customers who are keen to promote their own CSR policies. As part of our core social activity of providing employment skills, service users are able to support the production process as part of the rehabilitative process.

#### 6. Location

Double Click is situated in the commercial and industrial heartlands of Deeside, the North East and West Midlands. With such a wide variety of businesses Double Click have conservatively planned for very modest growth.

#### 7. Local Authority support

As an externalised business from Flintshire County Borough Council, Double Click would receive strong support from the Local Authority and stakeholders.

#### 8. Strong business and social support.

Double Click is supported by, and receives strong business support from key support agencies such as Social Firms Wales.

### Weaknesses.

#### 1. New business

Although operating for a number of years, Double Click is launching as a new enterprise and faces the same issues that affect new start-up businesses. The business guidance we receive is helping to reduce risk and provides us with the oversight needed to ensure that decision making is informed and relevant.

#### 2. Skills gaps

Double Click recognises that there are gaps in the skills and knowledge we possess. This is being addressed through our recruitment programme and through the on-going support we receive. The appointment of an experienced Business Manager will also help to strengthen the business further.

### 3. Finishing limitations

Double Click is investigating the case for purchasing an industrial guillotine and other finishing equipment. This will be based upon market requirements and customer demand.

### 4. Finances

Operating capital and other funding will be in place prior to trading as an independent enterprise. All accounting procedures will be in place and industry standard systems used to ensure compatibility with key financial providers.

### 5. Limited resources

As a small company Double Click's planned growth accounts for the limited resources at our disposal. Services have been specially tailored to account for market need and ability to deliver. The choices made reflect the best value to service ratio and will be continuously reviewed as the business grows.

## **Opportunities.**

### 1. Location

The regional density of commercial and industrial activity represents a significant opportunity for growth. Double Click is building a strong database of local businesses and is developing a marketing plan to take advantage of our proximity to this commercial hub.

### 2. Internet

The new digital printer provides Double Click with the opportunity to offer on-demand online printing via the Internet. We plan to have an online ordering facility developed for our website and this is currently being investigated.

### 3. Photography

Following a detailed competitor analysis it was found that only one or two of our competitors provided any form of photography as part of their design service. Double Click have a well-established photography service and all the inherent equipment that is currently being developed for the commercial market.

### 4. Niche services

Our market analysis also identified a number of niche services that are currently unfulfilled in the region. The move to digital printing, together with specialist hand finishing and photography, point to a number of niche markets that are popular in other regions of the UK but are under delivered locally.

### 5. Training

As a social employer there would be opportunities to provide training courses for disadvantaged individuals in the local area.

### 6. Social placements

Double Click would provide placements for individuals under a Service Level Agreement with local Social Service and Adult Care providers.

## **Threats:**

### 1. Competition

Double Click has carried out a detailed Competitor Analysis and has identified a number of strategies for addressing competitor activity. The provision of on-demand and specialist printing services will help to limit adverse competitor activities. In addition, we will continuously monitor competitor activity and canvas our customers to ensure that high standards of quality and service are consistently delivered.

## 2. Low Sales

Double Click recognises that at the commencement of trading the sales skills we lack may impact upon the business and could threaten sales. To mitigate this risk we would hope to recruit a Business Manager with the commercial experience and skills to drive both the business and sales. In addition, sales tools, such as Customer Relationship Management (CRM) software, and other monitoring systems will be implemented.

## 3. Financial

Key financial risks for Double Click include cash flow, liquidity and ensuring sustainable income streams. Adequate capital is spread between traditional funding sources and the depreciating funding provided by the Local Authority during the externalisation process will secure the business and ensure that adequate funds are in place throughout the term of the business plan. Income will be secured through a proactive programme of sales and marketing and by securing the employment of an experienced Business Manager with the appropriate commercial skills.

## 4. Operational

Operational risks are mitigated by the use of robust monitoring systems and careful tracking of all live orders. The supply chain will be assessed on a continual basis and efficiency analysed through the monthly management accounts and day-to-day control systems.

## 5. Economic

The economic environment continues to be challenging and will be monitored for trends and changes. Although the outlook for the traditional printing sector is bleak, the digital printing market is expected to grow and whose growth reported as being above general economic forecasts. Double Click have ensured that our offering matches customer needs and is responsive to changes in the market. Active customer engagement will ensure business and products remain relevant.

## Appendix 2.

### PESTLE Analysis:

#### Political:

The externalisation of Double Click from the Local Authority places a particular emphasis on the management of this transition, and the decisions of key parties within the council will affect this process. Double Click and the Local Authority have been working closely with Social Firms Wales who have considerable experience of this process.

The Legislative framework varies between Wales and England, an example of which is the compulsory purchase of plastic bags in Wales and not the rest of the UK. As a border region business Double Click will be monitoring these variations in legislation and ensuring that customers are aware of any differences that may affect them.

Changes in the local political landscape may have an impact on funding, especially against a backdrop of austerity measures and general fiscal tightening. The reliance on public funds will be mitigated by actively seeking private sector work and building capital reserves as part of our ongoing business strategy. The Local Authority's externalisation funding and assets would be secured via a Transfer Agreement. There is an increasing expectation by Government that the third sector and others will take a more prominent role in supporting and delivering public services. As part of the agreement with the Local Authority, Double Click would be delivering services for social care departments, adding to the business revenue streams. This would be carefully managed and any fiscal policies closely monitored for their effect on the business.

#### Economic:

Current economic conditions are challenging and have made conventional sources of funding harder to obtain. Double Click could use social lenders to avoid the restrictions faced by the commercial sector.

The weakness of the economy has led to a downturn in media spending. However, the continued move toward digital solutions has translated into growth for the digital printing sector. Costs of papers and other printing consumables have continued to rise against stagnant inflation. At present the cost to sales ratio can bear some increase and rises in costs are expected to slow<sup>1</sup>.

<sup>1</sup> Source: BPIF (<http://www.britishprint.com/>)

The tightening of customer's cash flows can lead to delayed payments and increases in credit periods. Double Click will manage this by keeping tight control over invoicing and by developing online payment services where customers pay up front for orders. Low bank interest rates are forecast to continue in the medium term, having a positive impact on cash flow.

#### Social:

Tough economic conditions are impacting on individual spending habits. Double Click's competitive edge, particularly for goods such as business cards and wedding stationary, is expected to attract customers from traditional printing sources.



As unemployment increases there may be further opportunities to provide training and volunteering positions. Local agencies will be looking to provide placements which could supplement the workforce and help meet under capacity during peak periods. The move towards Third Sector delivery of services will provide opportunities for additional service delivery. Under a carefully managed programme Double Click would be able to expand this service to other social support agencies.

**Technological:**

There is a general move toward digital solutions, especially for on-demand printing and document fulfilment. The development of online solutions is a key strategy for Double Click and will help to control costs and increase efficiency and enhance the customer experience. Development of our website is an important part of our business strategy. As mentioned above, the Internet is a key tool used by customers to engage with their supply chains. Double Click are developing an online strategy to take advantage of the technology and maximise returns against a modest investment in the website. IT systems would be networked and supported by a service contract. Appropriate training would be given for software users and the accounts packages would conform to industry standards. Our communications strategy includes telephone, email, social networking and mobile technologies. A comprehensive strategy is still being finalised for all our communication channels.

**Legal:**

Legislation and all legal requirements would be met in full. Supplier agreements would have oversight from our advisors and Health & Safety, Employment and public liabilities would be subcontracted to specialist professional providers.

Data would be protected via a firewalled system with a high level of redundancy for all our IT equipment. A data storage management system will be in place and all data will be carefully controlled via password protected access.

All Service Level Agreements (SLA's) would be strictly adhered to and will have built in review periods to address any changes that may need to be addressed. All agreements would have had full legal scrutiny by all relevant parties.

All tax, National Insurance and other statutory fiscal payments will be strictly adhered to. VAT registration will occur at the point of meeting eligibility criteria or as may be deemed necessary if sooner.

**Environmental:**

Double Click recognises that there is a continuous drive by governments to reduce environmental impact. Most consumables can now meet better environmental criteria and we would intend to source all materials against our environmental policy. Our environmental activities would be used as a positive contributor to our marketing message and that of our customers. Internally all waste would be processed and recycled accordingly. In addition, our supply chain would reflect our policies and affect our material choice. An accreditation, such as the Green Dragon standard, could be implemented.

This page is intentionally left blank

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**  
**DATE:** **THURSDAY, 9 MAY 2013**  
**REPORT BY:** **DIRECTOR OF COMMUNITY SERVICES**  
**SUBJECT:** **TRANSFORMATION OF DOUBLE CLICK TO A SOCIAL ENTERPRISE**

### **1.00 PURPOSE OF REPORT**

1.01 This report describes our proposal to transform the service delivery of Double Click from a Social Services run work-scheme to a Social Enterprise working in partnership with Flintshire County Council as a new business.

### **2.00 BACKGROUND**

2.01 In the past ten years there has been a significant interest in social enterprise and Local Authorities and other public bodies have increasingly engaged with social enterprises to deliver sustainable services and to help stimulate local economies.

2.02 There are more than 62,000 social enterprises in the UK, contributing £24 billion to the UK economy and employing almost one million people.

2.03 There are a range of different models across the country and in Wales there are already many good examples of social enterprises delivering public services. The Wales Cooperative Centre has recently published a research paper "Social enterprise in the service of the public" (2011). It is evident that there is considerable scope and potential in this approach.

2.04 The research provides a realistic view of the challenges for social enterprises but notes that as a model to deliver public services they share and can deliver on a number of public service objectives, such as:

- reaching and engaging local people in ways which neither private nor public bodies can
- offering different ways of involving users and citizens in the development of services
- offering novel combinations of skills and capabilities which meet the needs of particular groups
- offering flexibility for new approaches without the profit motive distorting implementation

- bringing innovative capacity and momentum and leveraging different forms of finance
- playing a key role in regeneration by acting as role models for community enterprises and ensuring that money spent on public services circulates in the local economy

2.05 The development of social enterprises is a stated aim of the current administration, with the council aiming to develop a number such projects within its tenure. Social enterprises can be developed from current services or through the development of new services to meet stated public service goals

2.06 Double Click was established in 2010 in its current form but had previously operated under the name of “Capabilities” based in Buckley for around 10 years. The entire running cost of the day service is approximately £100k.

2.07 Double Click is currently a Social Services run work-scheme based in Deeside Enterprise Centre. The service employs 5 staff in total (3WTE) and supports 23 service users on a weekly basis.

2.08 Double Click support service users who are in the recovery phase following an acute episode of acute mental health illness

2.09 Double Click are a printing business. They focus on printing specific publicity material for businesses, printing individualised invites and other personalised printing runs.

2.10 We consider Double Click to be suitable for development to a social enterprise for a number of reasons:-

- The nature of the work service lends itself well to further development. With improved community links and further business model development there is significant room for growth in the business.
- The aims of the service are consistent with the goals of social enterprise with the aim of providing employment to specific groups locally and to retain resources within the local economy.
- There is the potential for developing employment opportunities for service users, whilst at the same time developing further training places for new service users.
- The development is of a manageable proportion and supports organisational learning.

2.11 Plans to develop Double Click to a Social Enterprise have been

considered since 2010. Advice has been sought by Social Firms Wales, and appropriate legal and personnel advice is available to support its transition from a social services run business to a Social Enterprise operating within a competitive framework.

### **3.00 CONSIDERATIONS**

#### **Social Enterprise Model chosen**

3.01 There are a range of social enterprise models which can take many legal and organisational forms but what unites them all is the commitment to a beneficial social impact which is combined with a commercial business.

3.02 After detailed consideration of the options available it is recommended that steps be taken to transform Double Click into a Company Limited by Guarantee in the form of a Community Interest Company.

3.03 A CIC is a limited company, designed for social enterprises which want to use their profits and assets for the public good. *A CIC has the specific aim of providing a benefit to a community and must use its income, assets and profits for the community it is formed to serve.* The primary purpose of a CIC is to benefit the community and not its shareholders, directors or employees.

3.04 To be a CIC the company has to meet a “community interest test” which simply means that it must show, what a reasonable person might consider that its activities are being carried out for the benefit of the community.

3.05 A significant feature of a CIC is an “asset lock” which generally does not allow it to distribute its assets to members. *This protects the assets of the CIC and ensures that the assets and profits of the CIC will be devoted to the benefit of the community and not for rewarding shareholders and directors.*

3.06 This model has been selected as it is essential that the model chosen is one which fits well with the Council’s strategic objectives of economic regeneration and social wellbeing. In this instance, the objective for Social Services for adults is to create employment and training opportunities for people with disabilities.

#### **What Changes for the Service**

3.07 In supporting a safe and managed transition to a social enterprise there will be changes for staff, service users and to the way in which the mental health service supports the ongoing costs of this business.

3.08 These are described below

### **Staff Impacts**

- 3.09 The existing staff (5 staff in total, 3fte) will initially be seconded to the new firm for a period of 3 years. At the end of this process their positions will be reviewed and in the event of the continuation of the enterprise, steps will be put in place to support them to transfer accordingly.

### **Service User Impacts**

- 3.10 The new firm will have 20 training placements for people with mental health problems and some volunteer places. In the event that the firm is not successful these placements will revert to being work-scheme placements and part of a service rather than a business. There is no ongoing risk therefore.
- 3.11 A few service users (2/3) will as the business develops need to decide whether to give up benefits and opt to work for the new firm. The risk will be that they are not awarded their benefits again if the new firm does not become financially successful within the note period.
- 3.12 Service users who are part of this development will have been part of a change programme which by its very nature may succeed or fail. In the event that the business does not succeed whilst it is recognised that this may be demoralising on service users our commitment to return to a local authority service will ensure changes are kept to a minimum.

### **Local Authority Impacts**

- 3.13 As the service alters to a Social Enterprise the local authority's relationship with the business will change. Instead of directly funding the service we will commission the service to provide training placements to service users. To support the development of the business the additional cost of procuring a Business Manager has been factored in, and will be reflected in the cost of training placements. In essence costs will remain the same other than this additional funding which can be met out of savings within the Mental Health support services budget. It is essential that the business has this business expertise.
- 3.14 A formal timetable for this development will be formulated in the coming weeks as all outstanding legal, financial and personnel issues are satisfactorily addressed.

## **4.00 RECOMMENDATIONS**

- 4.01 On the basis of this report Scrutiny is asked to support the recommendation to be made to Cabinet to progress Double Click from a Social Service run work scheme to a Social Enterprise company in the form of a Company Limited by Guarantee.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 The costs of supporting this social enterprise will remain at present other than the commitment in year 1 to meet the cost of a Business Manager at £29k. This will be reviewed on a year by year basis

## **6.00 ANTI POVERTY IMPACT**

6.01 Supports some current service users to gain paid employment.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 None

## **8.00 EQUALITIES IMPACT**

8.01 Covered in EIA

## **9.00 PERSONNEL IMPLICATIONS**

9.01 As per above 5 staff seconded from Flintshire County Council to the new business for 3 years.

## **10.00 CONSULTATION REQUIRED**

10.01 If the authority agrees to proceed with the externalisation process, formal consultations with staff and service users will need to take place.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 Two informal consultations with service users have taken place at various stages since 2011 and 3 with staff and trade union/HR representatives. Both groups are regularly updated as to the progress of the project.

## **12.00 APPENDICES**

12.01 None

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS**

**Contact Officer:** Alwyn Jones  
**Telephone:** 01352 702502  
**Email:** Alwyn.jones@flintshire.gov.uk

This page is intentionally left blank



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **THURSDAY, 20<sup>TH</sup> JUNE 2013**

**REPORT BY:** **ENVIRONMENT & SOCIAL CARE OVERVIEW & SCRUTINY FACILITATOR**

**SUBJECT:** **QUARTER 4/YEAR END SERVICE PERFORMANCE REPORTS**

### **1.00 PURPOSE OF REPORT**

- 1.01 To note and consider the 2012/13 Quarter 4 (January to March)/Year End service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council.
- 1.02 To note the draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03 To note the progress made against the Improvement Targets contained within the performance reports.

### **2.00 BACKGROUND**

- 2.01 The quarterly performance/year end reports seek to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

### **3.00 CONSIDERATIONS**

- 3.01 Copies of the detailed Quarter 4 (January to March)/Year End performance reports are attached at Appendix 1.1 – Social Services for Adults and Appendix 1.2 – Social Services for Children

#### **Strategic Assessment of Risks and Challenges**

- 3.02 Each quarterly performance report contains an update of each of the relevant strategic risks and challenges. This update has been provided by each of the lead responsible officers and is available for comment and review.
- 3.03 A draft revised SARC summary position of the present Red (high risk), Amber (medium risk) and Green (low risk) status for all of the reported strategic risks and challenges is provided at Appendix 4.

**4.00 RECOMMENDATIONS**

4.01 That Members consider the 2012/13 Quarter 4/Year End performance reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to Corporate Resources O&S Committee which is responsible for the overview and monitoring of improvement targets.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None as a result of this report.

**6.00 ANTI POVERTY IMPACT**

6.01 None as a result of this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None as a result of this report.

**8.00 EQUALITIES IMPACT**

8.01 None as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 Not applicable

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable

**12.00 APPENDICES**

12.01 Appendix 1.1 – Social Services for Adults and Appendix 1.2 – Social Services for Children.

Appendix 2 – Overall Summary Assessment of the Improvement Priorities

Appendix 3 – Schedule of Improvement Target Performance Data

Appendix 4 – SARC Summary

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

None.

**Contact Officer:** Margaret Parry-Jones  
**Telephone:** 01352 702427  
**Email:** Margaret.parry-jones@flintshire.gov.uk

This page is intentionally left blank

## Quarterly Performance Report Adult Social Services (Community Services Directorate)

REPORT AUTHOR: **HEAD OF ADULT SOCIAL SERVICES**

REPORT DATE: **MAY 2013**

REPORT PERIOD: **QUARTER 4 / YEAR END 2012/13**

### Introduction

---

The report is produced on a quarterly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting and splits the reports into 3 distinct sections:  
-

1. **Foreword** – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. a new SARC identified (as agreed by CMT).
2. **Performance Summary** – This section contains an ‘at a glance’ summary of performance for the quarter against the following, in a tabular format for each: -
  - **Corporate Improvement Plan** – giving a summary of both RAG statuses for the progress and outcome.
  - **Strategic Assessment of Risks and Challenges (SARC)** – a summary of the risk RAG status at the end of the quarter
  - **Performance Indicators/ Outcome Measures** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary will show target and outturn performance with a RAG status and trend.
  - **Improvement Target Action Plan** – this section summarises whether actions to support the achievement of Improvement Targets are ‘on track’ or ‘behind schedule’.
  - **Key Actions from the Head of Service Plan (and the Annual Council Reporting Framework)** – summarises whether key actions / areas for improvement as identified in the service plan are ‘on track’ or ‘behind schedule’.
  - **Internal & External Regulatory Reports** – summarises regulatory work reported in the quarter and its outcomes and intended actions.
3. **Exception Reporting** – This section gives further detail of the emerging issues and exceptionally good or poor performance identified in Section 1 and also any exceptionally good or poorer performance identified in Section 2 e.g. items which have an amber or red RAG status or are ‘behind schedule’. The detail will include the reason for the issue / poor performance arising and what is to be done to rectify the situation.

## 1. Foreword

This report has been prepared by Alwyn Jones, Head of Social Services for Adults.

This end of year report provides a positive statement of the department's achievements in 2012/13. A challenging series of changes were planned for this year and significant progress has been made in progressing these whilst maintaining and improving performance in a number of areas. Structurally a number of new teams have come into being in the form of locality teams & transition teams whilst the reablement model is now the mainstay of our services.

Improvements have occurred in our DFG and minor adaptations performance, which we are confident will be sustained in 2013/14 and increases in people choosing to commission care through a Direct Payment illustrate our continued focus on citizens managing and directing their own care.

Report highlights for this quarter are the following items:

<b>Focus on reablement</b>	The Reablement and First Contact (Duty) teams are now fully established with the Reablement model embedded across Social Services for Adults. Streamlined processes are in place to support the provision of assistive technology equipment.
<b>Localities</b>	Locality Teams have been established and discussion is underway with health colleagues to progress the co-location of social care and health staff within local communities. Staff have adopted agile working practices and make use of facilities in the Flintshire Connects Hub in Holywell.
<b>Transition</b>	The Team is operational and fully staffed and cases have been transferred from CIDS. A review of the service will be taking place early next year.
<b>Disabled Facilities Grants (DFG's) for Adults</b>	The timeliness of provision of DFGs for Adult service users has improved to the point where we have met target and exceeded last year's outturn, and we are starting to see the benefit of recent interventions.
<b>Extra Care</b>	A second Extra Care scheme (including dementia apartments) is currently under construction in Mold, and will be completed during the summer 2013.
<b>Performance</b>	Performance highlights include the reduction in the time taken to complete both Disabled Facilities Grants for adults, and minor adaptations. Numbers on the waiting list for an Occupational Therapy assessment have reduced since last year, as has the longest waiting time. We have also increased the number of adult service users receiving a direct payment.
<b>Complaints Handling</b>	There has been a significant decrease in the number of complaints received in 2012/13 compared to previous years. 2012/13 – 51 complaints received 2011/12 – 89 2010/11 -76

	<p>This might be partly attributed to the fact that only one complaint was received from Community Support Services (previously home care) compared to 24 in the previous year. 4 complaints progressed to stage 2 within the year (compared to 10 in the previous year)</p> <p>86% of responses to complaints were within timescale</p> <p>140 compliments were received within the year</p> <p>15 new complaints were received during the fourth quarter of the year. Of these all were responded to at stage 1 and none progressed to stage 2</p> <p>80% were responded to within the 10 day timescale</p> <p>27 compliments about services were also received this quarter.</p>
<p><b>Mental Health Measure</b></p>	<p>A Mental Health Measure Action Plan has been agreed with Health colleagues to address national recommendations and is being progressed and monitored.</p>
<p><b>Integrated Family Support Services</b></p>	<p>The joint team across Flintshire and Wrexham is expected to be in place by April 2013 with Flintshire taking the lead.</p>
<p><b>Development and Resources</b></p>	<p>The Restructure of Senior Management is in progress and due to be completed within the next half year</p> <p>A System Thinking review has been undertaken in the Financial Assessment and Charging Team which will result in actions to improve systems and processes.</p> <p>Work progresses to develop the Home Enhanced Care Service in North West Flintshire with BCUHB.</p> <p>Welsh Government have not yet informed Local Authorities of the details of the Social Care Workforce Development Grant - impacting on training plans. A new flexible workforce training system is in place to respond to training need promptly.</p> <p>Flintshire County Council, in partnership with BCUHB took the decision to terminate the contract of one EMI Nursing Home with a loss of 36 EMI nursing beds. In this context, Llys Jasmine is due to open in August which will offer 15 Extra Care opportunities for people with dementia and will provide some valuable additional capacity.</p>

## 2. Performance Summary

### Improvement Plan Monitoring









The table below summarises the Progress and Outcome RAG status' for each of the secondary improvement priorities for the current quarter. A RAG status of 'R' or 'A' is discussed in more detail in section 3.

**Progress RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Limited Progress</b> - delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

**Outcome RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
<b>5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups</b>				
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children (Jointly led with Head of Children's Social Services)	Dec 2012			
5.5 Implement the Integrated Family Support Services initiative (Jointly led with Director of Community Services & Head of Children's Social Services)	June 2013			
<b>6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty</b>				
6.13 Develop an outline Master Plan for Social Enterprise and Co-Operatives in Flintshire (Led by Director of Community Services)	TBC			
<b>7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services</b>				
7.1 Transform Social Services for Adults to promote independence and build community capacity	March 2013			



## 2.2 SARC

The table below summarises the position of SARCs at the end of the reporting period.







### KEY

<b>R</b>	<b>High Risk</b>
<b>A</b>	<b>Medium Risk</b>
<b>G</b>	<b>Low Risk</b>

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

### Strategic Assessment of Risks and Challenges (SARC)

SARC	Previous RAG Status	Current RAG Status	Green Predictive
<b>CL05 Demographic Factors</b> Demographic factors showing increased numbers of older people and an increased proportion of older people with dementia; increased pressures on the range of public and voluntary services which provide for them.	↔ 	↔ 	TBC
<b>CL07 Relationship with LHB and Impacts on Public &amp; Primary Health</b> Changing regional priorities impacting on service continuity and planning, and on joint services / client groups.	↔ 	↔ 	UNCERTAIN
<b>CD26 – DISABLED FACILITIES GRANTS –</b> DFG's require improved process time to meet customer needs.	↔ 	↔ 	SEPTEMBER 2013

### 2.3.1 Performance Indicators / Outcome Measures

#### Performance Indicators and Outcome Measures





#### Key

<b>R</b>	<b>Target missed</b>
<b>A</b>	<b>Target missed but within an acceptable level</b>
<b>G</b>	<b>Target achieved or exceeded</b>

The status of the indicators are summarised for quarter 1 below:

 0    
  0    
  4

Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (\*) indicates that the indicator is an *improvement* target.

Community Support Services						
Indicator	Annual Target	Previous Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Improved / Downturned (since previous year end)
<b>SCA/018c*</b> The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	60%	<u>531</u> 637 78.9%	<u>343</u> 476 72.1%	<u>343</u> 476 72.1%		Provisional data – we are awaiting further data from Mental Health.
<b>SCA/019*</b> The percentage of adult protection referrals completed where the risk has been managed	86%	88.72%	98.96%	<b>98.96%</b>		Improved
<b>PSR/006L*</b> The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used. **	Not Set	41 days	<u>3003</u> 91 33 days	<u>10560</u> 320 33 days	N/A	Improved
<b>** Note - This Improvement Target uses a new local definition hence a baseline will be established this year.</b>						
<b>PSR/009b*</b> The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	400 days	410 days	<u>16504</u> 44 375 days	<u>101984</u> 265 385 days		Improved
<b>IA1.1L4*</b> Number of adults receiving a personal budget for services via either a direct payment or Citizen Directed Support	170	177	215	<b>215</b>		Improved

### 2.3.2 Improvement Target Action Plan

Key - ✓ on track, ✖ behind schedule, C completed

Ref	Action & Planned Completion date	Progress
*SCA/018c	All actions complete and out turn remains above both Wales Average and our own target	✓
*IA1.1L4	All actions in place to promote the use of Direct Payments. The numbers are increasing and target achieved	✓
*PSR/006	1. Applied revised mechanism for collecting data as agreed at target setting workshop	C
	2. Work with Care & Repair to transfer work from private sector to voluntary sector has been achieved. Further work required to improve efficiency aspects of the partnership.	C
	3. Additional resources identified through budget pressure.	C
	4. Continue to progress performance through Disabled Facilities Grant operational performance group and strengthen this arrangement during the transition to localities	✓
	5. Members briefing has taken place.	C
*PSR/009b	1. Continue to progress improvements and performance, through Disabled Facilities Grant operations performance group, and strengthen this arrangement during the transition to localities.	✓
	2. Implement OT DFG data spreadsheet to monitor, track and review DFG cases more robustly.	C
	3. Housing IT systems now installed within OT service to allow OT staff to monitor progress.	C
	4. OT has been recruited within Housing as a pilot initiative	C
	5. Implement changes to service as identified in the TSSA action plan (and the Lean Review)	C

### 2.4 Key Actions from Service Plan Monitoring

The following table shows the progress made against key areas of improvement/actions identified in the Planning service plan. A ✖ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Key - ✓ on track, ✖ behind schedule, C completed

Improvement Area	Progress	Commentary
Focus on Reablement	C	
Transport	C	
Localities	✓	Moved to locality working; progressing locality bases
Transition service	✓	Service in place; review forthcoming
Review Balance of care and intelligent commissioning	✓	

Mental +Health Support Services	✓	
Minor Adaptations Service	✓	
Social Enterprise – begin negotiations and scope opportunities by December 2012	✓	
Citizen Directed Support /Direct Payments	✓	
LD Work Opportunities	✓	
Performance Management	✓	
Supporting Families with complex needs	✓	
Ensure our safeguarding service remains fit for purpose	✓	
Mental Health Measure	✓	
Extra Care Strategy	✓	

### Key Actions from Annual Council Reporting Framework (ACRF) not identified in Head of Service Plan

Key Priorities	Progress	Commentary
Increase the number of carers and young carers we identify and support.	✓	
Review workforce absence and set targets for reduction	x	Please see Section 3.

## 2.5 Internal & External Regulatory Reports

Progress on the areas identified for improvement in the Annual Council Performance Evaluation (ACRF) are reported in Section 2.4 of this report.

CSSIW undertook a site visit of Adult Protection Services in Quarter 4. Their response identified the positive steps the council is making to ensure proactive and a consistent approach to secure more robust safeguarding systems.

CSSIW undertook an inspection of Supported Living Services in January 2013 which was reported in February – The report was positive and there were no issues of non compliance.

## 3. Exception Reporting

### 6.13 Develop an outline Plan for Social Enterprise and Co-Operatives in Flintshire

This cross council initiative has made significant early progress on a long term project, with many strands across the whole council. The Strategic Board is established with 4 work streams identified to take forward key work areas. Recently options to secure some project capacity including seed corn development have been clarified.

The outcome RAG status is amber because of the long term nature of this work

## **CL07 Relationship with LHB and Impacts on Public & Primary Health**

This risk remains high due to

- the significance to the people of Flintshire of the BCUHB changes proposed to community health services

The predictive green date is “uncertain” due to

- the complex decision making processes within BCUHB which do not lend themselves to joint working for shared outcomes

## **CD26 and PSR/009b – DISABLED FACILITIES GRANTS**

The timeliness of provision of DFGs for Adult service users has improved to the point where we have met target and exceeded last year's outturn, and we are expecting further improvement in the forthcoming twelve months, as we start to see the benefit of recent interventions. In 2013/14 we will be using new guidance for the performance indicator, which has been revised by WG with the aim of getting all authorities counting the PI in the same way to enable better benchmarking. We expect that this will make a positive difference to our reported performance and will make comparisons between authorities more meaningful in the longer term. With this in mind, 2013/14 will effectively be a baseline year for the new PI, and the end of year outturn will give us the information we need to rebalance the improvement target for forthcoming years.

Because of the gradual improvement in performance we would like to have been able to confirm our Green predictive status for the strategic risk (CD023) for March 2013, but unfortunately we have not been able to record the same improvement in the timeliness of DFGs for children. Because of the relatively small number of children's adaptations (18 in the year) and the fact they are more likely to require extensions, the children's element of the performance indicator (PSR/009a) has missed the target due to three particularly long complex cases. For this reason we are recording a SARC status of Amber, with a green predictive date of September 2013.

## **Key Actions from Annual Council Reporting Framework (ACRF) not identified in Head of Service Plan**

Mechanisms are in place to reduce workforce absence, and we are working with HR and Occupational Health to develop the way that we report against attendance targets, to make this more meaningful for managers.

## **Quarterly Performance Report Children's Social Services (Community Services Directorate)**

*REPORT AUTHOR: HEAD OF CHILDREN'S SOCIAL SERVICES*

*REPORT DATE: MAY 2013*

*REPORT PERIOD: QUARTER 4 / YEAR END 2012/13*

### **Introduction**

---

The report is produced on a quarterly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting and splits the reports into 3 distinct sections:

1. **Foreword** – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. a new SARC identified (as agreed by CMT).
2. **Performance Summary** – This section contains an 'at a glance' summary of performance for the quarter against the following, in a tabular format for each: -
  - **Corporate Improvement Plan** – giving a summary of both RAG statuses for the progress and outcome.
  - **Strategic Assessment of Risks and Challenges (SARC)** – a summary of the risk RAG status at the end of the quarter
  - **Performance Indicators/ Outcome Measures** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary will show target and outturn performance with a RAG status and trend.
  - **Improvement Target Action Plan** – this section summarises whether actions to support the achievement of Improvement Targets are 'on track' or 'behind schedule'.
  - **Key Actions from the Head of Service Plan** – summarises whether key actions / areas for improvement as identified in the service plan are 'on track' or 'behind schedule'.
  - **Internal & External Regulatory Reports** – summarises regulatory work reported in the quarter and its outcomes and intended actions.
3. **Exception Reporting** – This section gives further detail of the emerging issues and exceptionally good or poor performance identified in Section 1 and also any exceptionally good or poorer performance identified in Section 2 e.g. items which have an amber or red RAG status or are 'behind schedule'. The detail will include the reason for the issue / poor performance arising and what is to be done to rectify the situation.

## 1. Foreword

The Quarter 4 report contains some encouraging messages for our improvement journey with many successes against a backdrop of continuing challenge and rising expectations. Innovation and creativity across the service continue to be noted on both a local and a national level and we welcome and commission ongoing evaluation of our service areas in order to assimilate current thinking and work to sustain our service delivery to the children and families in Flintshire.

We are a needs led service and demands are often unpredictable. Pressures in relation to the looked after children population continue to impact on several areas of the service and we predict further pressure in 2013/14 as the impact of welfare reform and the new court timeframes begin to bite. It is increasingly the case that early preventative interventions are protected both within the service and external to it if we are to meet the demands of statute and policy change by the Welsh Government. Partnership and collaboration are the keys to achieving our goals and will ensure that dwindling resources are deployed to the best advantage.

Report highlights for this quarter are the following items: -

<p><b>Performance</b></p>	<p>Overall we have performed well against the indicator set throughout the year, and as we develop better reporting systems we are able to provide context to variances in performance and where necessary put in place actions for improvement. Scrutiny for children's social services continues on many levels and performance outturns are just one measure. Regulatory reports, complaints outcomes, compliments and user surveys complete the picture.</p>
<p><b>Independent Sector</b></p>	<p>The refurbished Arosfa Residential Unit opened in October, providing three beds for children and young people with disabilities.</p>
<p><b>Young Carers and Looked after children</b></p>	<p>The young carers pack has been agreed and promoted to staff in Social Services.</p> <p>The A2A card is on Phase 1 of its roll out in 4 Flintshire High Schools. It has been cited as "best practice" by the Children's Commissioner for Wales, and during 2013 will be rolled out to all secondary schools.</p>
<p><b>Integrated Family Support Services</b></p>	<p>Funding has been made available through the Revenue Support Grant to develop the Integrated Family Support team. A joint team across Flintshire and Wrexham is expected to be in place by April 2013 with Flintshire now taking the lead.</p>

Other highlights by service area are as follows: -

<p><b>Flying Start</b></p>	<p>The four prescribed elements of Flying Start are being delivered to the families who are entitled to access them in the Flying Start areas of Flintshire. The areas are Higher Shotton, Central Connah's Quay, Central Flint, Greenfield. Considerable work has gone into planning for the expansion of</p>
----------------------------	--



	Flying Start, scheduled for 1st April 2013.
<b>Families First</b>	The seven strategic project areas commissioned via the Families First Board were implemented from October 2012.
<b>Flintshire Fostering Service</b>	The Flintshire Fostering Service has reached a milestone in the number of foster carers, by recently approving their 100th foster carer. This figure is a significant milestone and is the highest number of foster carers approved in Flintshire in many years. This will help to provide more choice for looked after children. The fostering service also had a very positive CSSIW fostering Inspection in early 2013.
<b>Flintshire Meeting Service</b>	The Flintshire Meeting Service in Social Services for Children have received a prestigious National Accreditation Award. This reviewed their policies, practices and procedures against a set of National Standards as validated by the Family Rights Group.
<b>Complaints &amp; Compliments</b>	<p>57 complaints were received in the year, with 52 of them being resolved at stage 1 of the procedure and only 5 progressing to Stage 2.</p> <p>80% of responses were made within timescale</p> <p>67 compliments were received</p> <p>There is a robust mechanism to share and learn the lessons from complaints across the service.</p> <p>Quarter 4 can be summarised as follows:</p> <ul style="list-style-type: none"> <li>• 14 complaints were received during this period.</li> <li>• Of the 14 complaints received, 11 were responded to.</li> <li>• 3 remain outstanding because they were received at the end of the quarter.</li> <li>• 10 of the 11 complaints responded to were within the statutory ten day timescale (91%).</li> <li>• Of the 11 complaints responded to this quarter, 1 complaint has progressed to Stage 2</li> </ul> <p>9 compliments were received across Social Services for Children, 4 relating to Fieldwork services, 3 to Resources and 2 by the Youth Justice Service</p>
<b>Development and Resources</b>	<p>The Restructure of Senior Management is in progress and due to be completed within the next half year.</p> <p>A System Thinking review has been undertaken in the Fostering service to ensure systems and processes are designed to meet the customer demand.</p> <p>The Regional Commissioning Hub has progressed the development of a framework of specialist providers to assist in</p>

	ensuring value for money and quality of placements for children in need of residential therapeutic and educational placements
--	---

## 2. Performance Summary

### 2.1 Improvement Plan Monitoring

#### KEYS

**Progress RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Limited Progress</b> - delay in scheduled activity; not on track
<b>A</b>	<b>Satisfactory Progress</b> - some delay in scheduled activity, but broadly on track
<b>G</b>	<b>Good Progress</b> - activities completed on schedule, on track

**Outcome RAG** – Complete the RAG status using the following key: -

<b>R</b>	<b>Low</b> - lower level of confidence in the achievement of outcome(s)
<b>A</b>	<b>Medium</b> - uncertain level of confidence in the achievement of the outcome(s)
<b>G</b>	<b>High</b> - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
<b>5.0 To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups.</b>				
5.1.1 Develop robust commissioning arrangements for out of county placements.	Dec 2012	<b>G</b>	<b>G</b>	
5.2 Ensure that the whole Council works positively as a Corporate Parent to support looked after children and care leavers to achieve positive outcomes in life.	Ongoing	<b>G</b>	<b>G</b>	
5.3 Review our internal and joint arrangements for safeguarding both vulnerable adults and children	Dec 2012	<b>G</b>	<b>G</b>	
5.5 Implement the Integrated Family Support Services initiative (also 7).	Jun 2013	<b>G</b>	<b>G</b>	
<b>6.0 To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty.</b>				
6.9 Implement the Families First initiative (also 5).	Oct 2012	<b>G</b>	<b>G</b>	
<b>7.0 To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services.</b>				
7.3 Develop a range of temporary accommodation and independent	Mar 2013	<b>G</b>	<b>G</b>	

living options for care leavers (also 8).				
---	--	--	--	--

## 2.2 Strategic Assessment of Risks and Challenges (SARC)



The table below summarises the position of SARCs at the end of the reporting period.

### KEY

<b>R</b>	<b>High Risk</b>
<b>A</b>	<b>Medium Risk</b>
<b>G</b>	<b>Low Risk</b>

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

<b>SARC – CD23 Procurement of Independent Sector Placements for Looked After Children</b>	<b>Previous RAG Status</b>	<b>Current RAG Status</b>	<b>Green Predictive</b>
Budget pressures created by the cost of procuring independent sector placements that provide specialist care or education to meet the unpredictable needs of looked after children.	 ↔	 ↔	Uncertain

### 2.3.1 Performance Indicators and Outcome Measures






#### Key




<b>R</b>	<b>Target missed</b>
<b>A</b>	<b>Target missed but within an acceptable level</b>
<b>G</b>	<b>Target achieved or exceeded</b>

The RAG status of the indicators for the year are summarised as follows:

	1		3		4
---	---	---	---	---	---

Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (\*) indicates that the indicator is an *improvement target*.

Indicator	Annual Target	Previous Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Change e.g. Improved / Downturned (on previous Year end)
<b>IP 5.3.4</b> <b>*SCC/034</b> The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales.	97%	$\frac{229}{233}$ <b>98.3%</b>	$\frac{51}{51}$ <b>100%</b>	$\frac{258}{264}$ <b>97.7%</b>		Downturned
<b>*SCC/021</b> The percentage of looked after children reviews to be carried out within statutory timescales.	92%	$\frac{377}{439}$ <b>85.9%</b>	$\frac{83}{108}$ <b>76.9%</b>	$\frac{401}{439}$ <b>91.3%</b>		Improved
<b>IP5.1.2</b> <b>*SCC/025</b> The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	93%	$\frac{723}{904}$ <b>80%</b>	$\frac{265}{288}$ <b>92%</b>	$\frac{1191}{1264}$ <b>94.2%</b>		Improved
<b>*SCC/030a</b> The percentage of young carers known to social services who were assessed.	75%	$\frac{22}{22}$ <b>100%</b>	$\frac{5}{10}$ <b>50%</b>	$\frac{29}{35}$ <b>82.9%</b>		Downturned
<b>*SCC/030b</b> The percentage of young carers known to social services who were provided with a service.	85%	$\frac{22}{22}$ <b>100%</b>	$\frac{5}{5}$ <b>100%</b>	$\frac{24}{25}$ <b>96%</b>		Downturned

Indicator	Annual Target	Previous Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Change e.g. Improved / Downturned (on previous Year end)
<b>IP 5.1.1</b> <b>SCC/004</b> The percentage of children looked after on 31st March who have had three or more placements during the year	5%	$\frac{14}{176}$ <b>8%</b>	$\frac{22}{200}$ <b>11%</b>	$\frac{22}{200}$ <b>11%</b>		Downturned
<b>*PSR/009a</b> The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	350 days	$\frac{6141}{20}$ <b>307 days</b>	$\frac{734}{3}$ <b>245 days</b>	$\frac{8668}{18}$ <b>482 days</b>		Downturned
<b>*SCY/001a</b> The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by children and young people of statutory school age.	8%	<b>15.97%</b>	<b>-3.2%</b>	<b>6.88%</b>		Downturned

### 2.3.2 Improvement Target Action Plan Monitoring

Key - ✓ on track, ✗ behind schedule, C completed

Ref	Action & Planned Completion date	Progress
*SCC/034	The Safeguarding Unit have: 1. Tightened their monitoring processes such that there is prior warning when reviews are going out of timescale; 2. Built a "buffer" in the diary so that there is as far as possible room to reschedule within timescales in the event	C

Ref	Action & Planned Completion date	Progress
	that a review has to be cancelled (e.g. because the family does not attend).	
*SCC/021	The Safeguarding Unit have: 1. Tightened their monitoring processes such that there is prior warning when reviews are going out of timescale; 2. Built a "buffer" in the diary so that there is as far as possible room to reschedule within timescales in the event that a review has to be cancelled (e.g. because the family does not attend).	C
*SCC/025	1. Continue to measure the impact of increasing capacity within CYAST and the flagging system for due dates of forthcoming visits on a quarterly basis, and raise at Social Services for Children Senior Management Team if remedial action is required. 2. Provide capacity from the Performance Team to work with Transition Team to ensure that staff are aware of forthcoming visit deadlines for all cases in transition.	C
*SCC/030a	Monitor progress against the Young Carers Strategy Action Plan.	✓
	Joint protocol for the assessment of young carers to be strengthened.	C
	Young carers Professionals Pack to include 'Think Family' focus.	C
*SCC/030b	Actions as above.	✓
*PSR009a	Actions are included in the Social Services for Adults Quarterly Performance Report.	✓
*SCY/001a	To continue to liaise closely with schools to ensure that young people within the criminal justice system maintain or improve educational opportunities.	✓

## 2.4 Key Actions from Service Plan Monitoring and ACRF

The following table shows the progress made against key areas of improvement/actions identified in the Planning service plan. A ✘ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

**Key** - ✓ on track, ✘ behind schedule, C completed

Improvement Area	On-track?	Commentary
Support development of accommodation & independent living options for care leavers.	✓	
Major and minor adaptations	✓	
Transition Service	✓	

Improvement Area	On-track?	Commentary
Identifying and supporting young carers	✓	
Measure effectiveness of Volunteer Mentoring interventions	C	
Hours of education, training and employment whilst within YJS	✗	See commentary in Section 3
Maximise the benefits of the Safeguarding Unit	✓	
Raise awareness & monitor safeguarding activity via LSCB	C	
Develop Integrated Family Support Service	✓	
Timeliness of statutory visits and reviews for all young people	✓	
Develop the Families First Initiative	✓	
Full implementation of Flying Start	✓	
Implementation of Strategic Equality Plan	✓	
Short break provision	C	
Reduce dependency on the independent sector and improve commissioning process	✓	
Implement Inspection action plan	C	
Service user and carer involvement	✓	
Ensure interventions are outcome focused	✓	

## 2.5 Internal & External Regulatory Reports

The Flintshire Fostering Service received a positive inspection report in Quarter 4, with no recommendations.

## 3. Exception Reporting

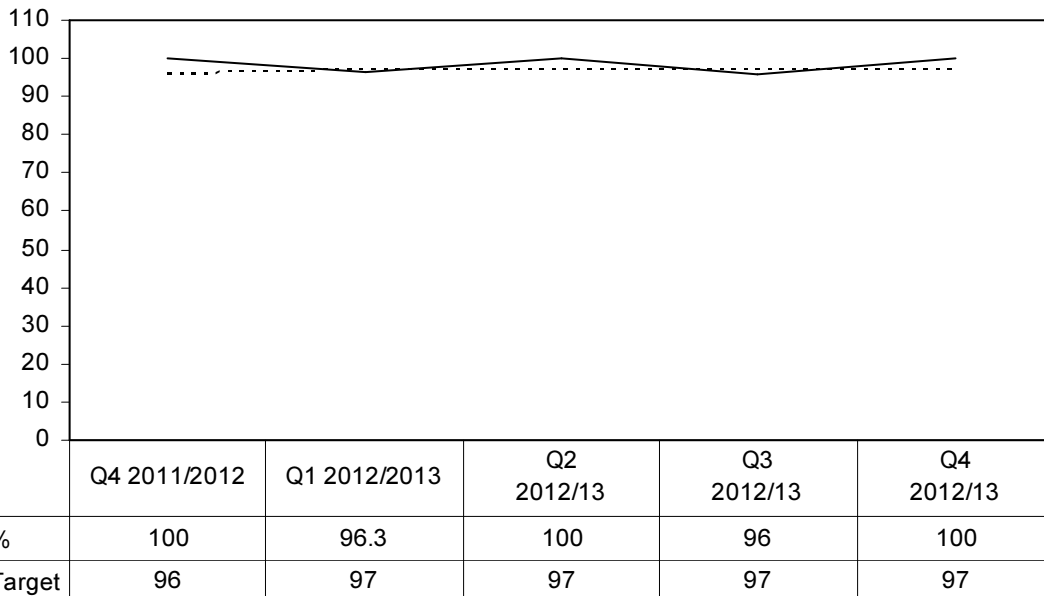
### 3.1 Improvement Plan

No exceptions have been reported.

### 3.2 Improvement Targets

**IP 5.3.4 \*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.**

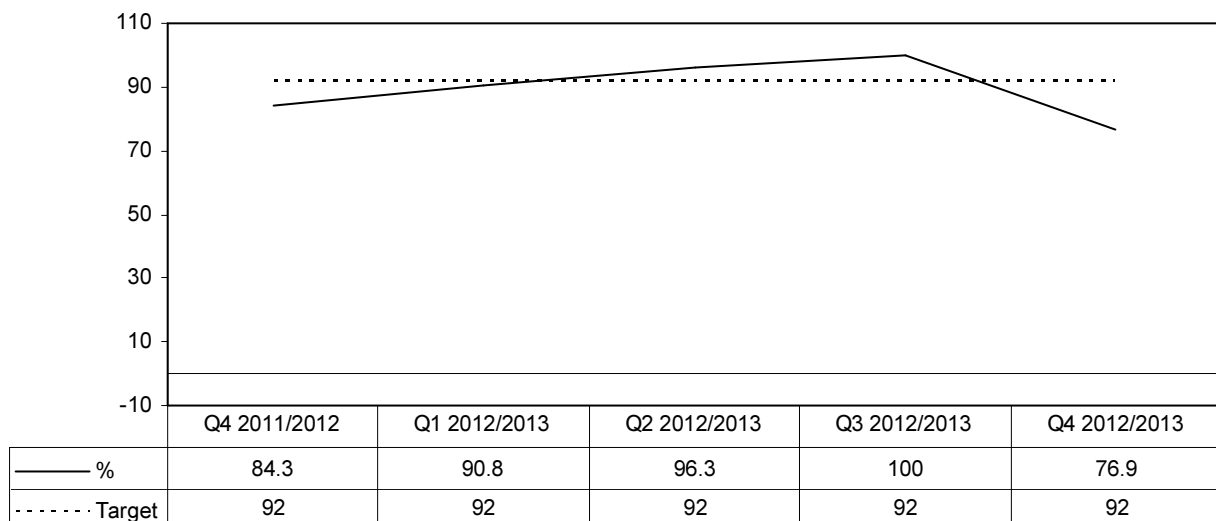


All Wales average 2011/2012 96.6%

Overall performance for the year dipped slightly below that of last year, due to one family of 3 siblings who failed to attend their review and subsequently left the area, and one conference which was held outside timescales to ensure that the right members were able to attend.



**\*SCC/021 The percentage of looked after children reviews to be carried out within statutory timescales.**



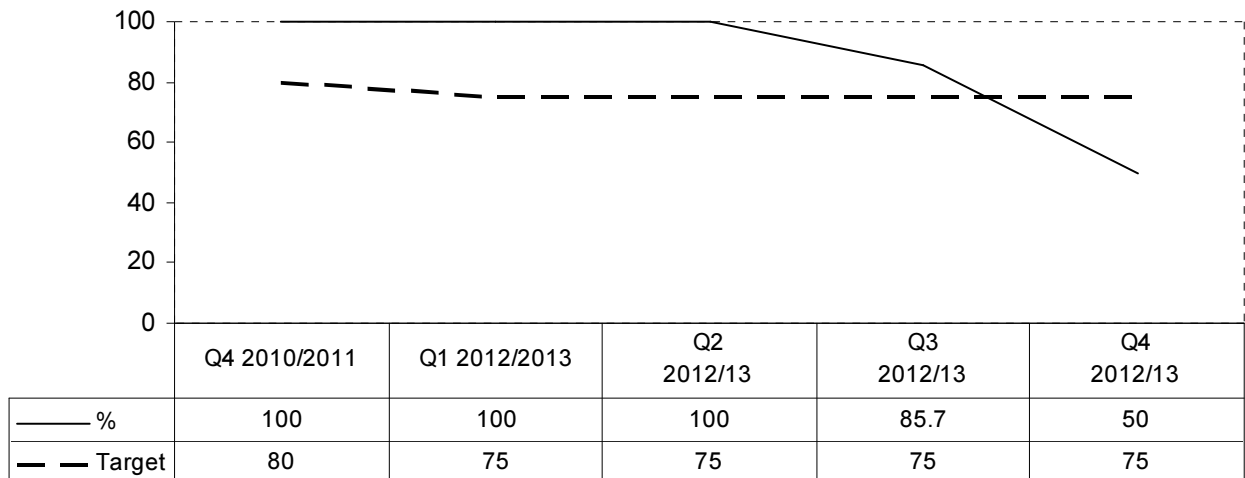
All Wales average 2011/2012 91.8%

The population of looked after children has increased by 15% in the year, with a large number in court proceedings, which has an impact on the scheduling of reviews. The Independent reviewing officers are working at full diary capacity to ensure that reviews are scheduled within statutory timescales where ever this is in the best interest of the child.





**SCC/030a The percentage of young carers known to social services who were assessed**

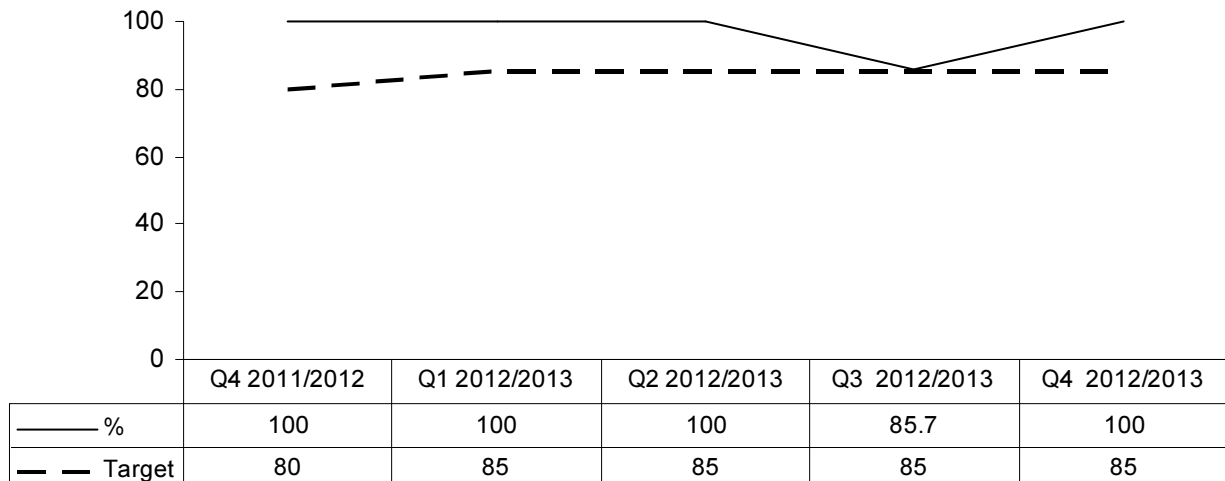


All Wales average 2011/2012 91%

Performance dipped towards the end of the year, as limited capacity within our commissioned services meant that six children had to wait for carers assessments.



**SCC/030b The percentage of young carers known to social services who were provided with a service.**

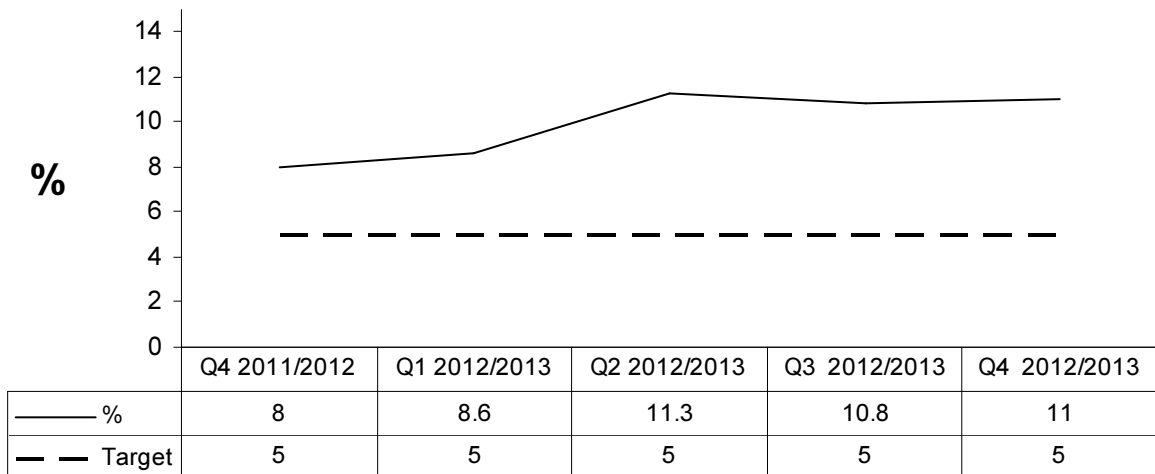


All Wales average 2011/2012 88.6%

Overall performance met target but was slightly lower than last year as limited capacity within our commissioned services meant that one young person in Quarter 3 had to wait for a service.



**SCC/004 The percentage of children looked after on 31st March who have had three or more placements in the year.**

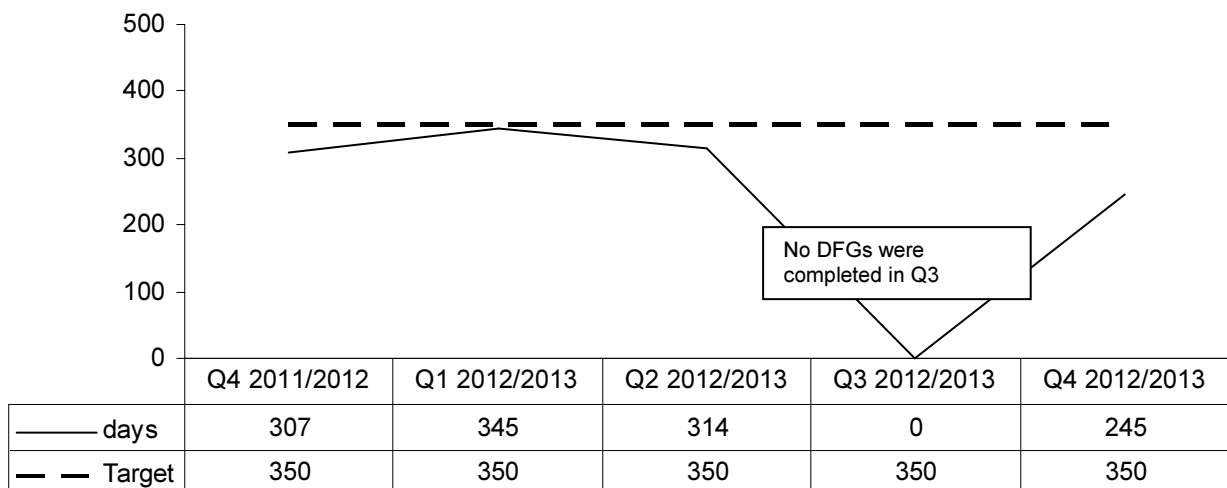


All Wales average 2011/2012 9.2%

This indicator is inclusive of both planned moves and unplanned disruptions. We have identified the disruption of placements as an improvement area for 2013/14, and to this end we have recommended the reclassification of the target to “Improvement”, and are drafting an action plan against which we will monitor progress in future reports.



**\*PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).**



All Wales average 2011/2012 378 days

Three DFGs for children were completed in Quarter 4 in an average of 245 days. However, in the data validation process at the end of the year a number of completions were identified that had not previously been reported. This included some particularly long and complex cases, which took the overall average for the year to 482 days for childrens DFGs,

due to the relatively small number of children's adaptations (18 in the year) and the fact they are more likely to require extensions.

### **3.3 Head of Service Plan (Exceptions)**

#### ***Timeliness of statutory visits and reviews for all young people***

Commentary on this priority is provided in Section 3.2 above.

This page is intentionally left blank

**APPENDIX 2 – OVERALL SUMMARY ASSESSMENT OF THE IMPROVEMENT PRIORITIES**

Council Priority	PROGRESS	Secondary Priorities			OUTCOME	Secondary Priorities		
		GREEN (GOOD)	AMBER (SATISFACTORY)	RED (LIMITED)		GREEN (HIGH)	AMBER (MEDIUM)	RED (LOW)
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable	SATISFACTORY	2	4	0	HIGH	4	2	0
2. To achieve the greatest possible cost efficiencies through regional and sub-regional collaboration to reinvest in local public service	GOOD	2	0	0	MEDIUM	1	1	0
3. To be a modern, caring and flexible employer with fair and equal pay and terms and conditions of employment under a Single Status Agreement	SATISFACTORY	1	2	0	MEDIUM	1	2	0
4. To achieve the highest standards of customer services and care through our Customer Service Strategy	GOOD	2	1	0	HIGH	3	0	0
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups	GOOD	9	1	0	HIGH	9	1	0
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty	GOOD	10	3	0	HIGH	9	4	0
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services	SATISFACTORY	6	3	0	HIGH	7	2	0
8. To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social , mixed tenure and private sector housing markets	SATISFACTORY	1	5	0	HIGH	4	2	0
9. To secure a modern and high performing range of learning, cultural, play and leisure opportunities for all ages with our schools, colleges and other partners	SATISFACTORY	0	8	0	HIGH	6	2	0
10. To protect, plan and develop sustainable natural and built environments	GOOD	4	2	0	HIGH	5	1	0
<b>TOTALS</b>	<b>PROGRESS</b>	<b>37</b>	<b>29</b>	<b>0</b>	<b>OUTCOME</b>	<b>49</b>	<b>17</b>	<b>0</b>
<b>%</b>		<b>56%</b>	<b>44%</b>	<b>0%</b>		<b>74%</b>	<b>26%</b>	<b>0%</b>

This page is intentionally left blank

**Appendix 3 - Schedule of Improvement Target Data for 2012/13**

Ref:	Unit of Measure	Previous Year End Outturn	Target	Current Year End Outturn	RAG	Trend	Comment	Owner
<b>ADAPTATIONS</b>								
PSR 006L - The average number of calendar days taken to deliver low cost adaptation works (under £500) in private dwellings where the disabled facilities grant is not used	Calendar Days	40.79	43.00	33.00	N/A	Improved	Official target not set for 2012/13. Performance is significantly better than that achieved last year.	Alwyn Jones
PSR 009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and Young People	Calendar Days	307.05	350.00	481.56	Red	Downturned	Three DFGs for children were completed in Quarter 4 in an average of 245 days. However, in the data validation process at the end of the year a number of completions were identified that had not previously been reported. This included some particularly long and complex cases, which took to overall average for the year to 482 days for childrens DFGs, due to the relatively small number of children's adaptations (18 in the year) and the fact they are more likely to require extensions	Carol Salmon
PSR 009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults	Calendar Days	410.23	400.00	384.85	Green	Improved	The timeliness of provision of DFGs for Adult service users has improved to the point where we have met target and exceeded last year's outturn, and we are expecting further improvement in the forthcoming twelve months, as we start to see the benefit of recent interventions. In 2013/14 we will be using new guidance for the performance indicator, which has been revised by WG with the aim of getting all authorities counting the PI in the same way to enable better benchmarking.	Alwyn Jones
<b>SOCIAL CARE FOR ADULTS</b>								

**Appendix 3 - Schedule of Improvement Target Data for 2012/13**

Ref:	Unit of Measure	Previous Year End Outturn	Target	Current Year End Outturn	RAG	Trend	Comment	Owner
SCA 018c - The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	%	78.90	60.00	<b>72.06</b>	<b>Green</b>	Downturned	Although some fluctuations in performance have been experienced throughout the year, and new arrangements with NEWCIS around the collection and recording of data have been bedding in, we are pleased that the final outturn for the year is approaching the level reported in 2011/12, and has exceeded the improvement target.	Alwyn Jones
SCA 019 - The percentage of adult protection referrals completed where the risk has been managed	%	88.72	86.00	<b>98.96%</b>	<b>Green</b>	Improved		Alwyn Jones
IA1.1L4 Number of adults receiving a personal budget for services via either a direct payment or citizen directed support	No. of adults	177.00	170.00	<b>215.00</b>	<b>Green</b>	Improved	All actions are in place to promote the use of Direct Payments. The numbers are increasing and target achieved	Alwyn Jones



**Appendix 3 - Schedule of Improvement Target Data for 2012/13**

Ref:	Unit of Measure	Previous Year End Outturn	Target	Current Year End Outturn	RAG	Trend	Comment	Owner
<b>SOCIAL SERVICES FOR CHILDREN</b>								
SCC 021 - The percentage of looked after children reviews carried out within statutory timescales during the year	%	85.88	92.00	<b>91.30</b>	<b>Amber</b>	Improved	The population of looked after children has increased by 15% in the year, with a large number in court proceedings, which has an impact on the scheduling of reviews. The Independent reviewing officers are working at full diary capacity to ensure that reviews are scheduled within statutory timescales where ever this is in the best interest of the child.	Carol Salmon
SCC 025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	%	79.90	93.00	<b>94.22</b>	<b>Green</b>	Improved	The service continues to measure the impact of increasing capacity within CYAST and the flagging system for due dates of forthcoming visits on a quarterly basis, and raise at Social Services for Children Senior Management Team if remedial action is required.	Carol Salmon
SCC 030a - The percentage of young carers known to Social Services who were assessed	%	100.00	75.00	<b>82.86</b>	<b>Green</b>	Downturned	Performance dipped towards the end of the year, as limited capacity within our commissioned services meant that six children had to wait for carers assessments.	Carol Salmon
SCC 030b - The percentage of young carers known to Social Services who were provided with a service	%	100.00	85.00	<b>96.00</b>	<b>Green</b>	Downturned	Overall performance met target but was slightly lower than last year as limited capacity within our commissioned services meant that one young person in Quarter 3 had to wait for a service.	Carol Salmon
SCC 034 - The percentage of child protection reviews carried out within statutory timescales during the year	%	98.28	97.00	<b>97.73</b>	<b>Green</b>	Downturned	Overall performance for the year dipped slightly below that of last year, due to one family of 3 siblings who failed to attend their review and subsequently left the area, and one conference which was held outside timescales to ensure that the right members were able to attend.	Carol Salmon

**Appendix 3 - Schedule of Improvement Target Data for 2012/13**

Ref:	Unit of Measure	Previous Year End Outturn	Target	Current Year End Outturn	RAG	Trend	Comment	Owner
SCY 001a - The percentage change in the average number of hours of suitable education, training or employment children and young people receive while within the youth justice system by: Children and young people of statutory school age	%	15.97	8.00	6.88	Amber	Downturned	The service continues to liaise closely with schools to ensure that young people within the criminal justice system maintain or improve educational opportunities.	Carol Salmon

## Strategic Assessment of Risks & Challenges' RAG

### Summary

Risk Title		12-2013					Predictive Green / Amber/Red
		Q4	Q1	Q2	Q3	Q4	
Risk Ref.	Community Leadership	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13	Predictive Green / Amber/Red
CL04	Affordable Housing	A	A			A	APR 2015
CL05	Social Care For Older People	A	A	A ↔	A	A ↔	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	R	R ↑	R	R ↔	TBC
CL08	Climate Change & Flood Risk Management	A	A	A ↔	A	A ↔	TBC
CL09	Economic Regeneration	A	A	A ↔	A	A ↔	DEC 2013
CL10	County Town Network Regeneration & Protection	G	G	G ↓	G	G ↔	FEB 2011
CL11	Integrated and Public Transport Infrastructure (External)	A	A	A ↔	A	A ↔	2015/16
CL12	Skills Needs of Employers	G	G	G ↔	G	G ↔	OCT 2011
CL14	North Wales Regional Waste Treatment Partnership	A	A	A ↔	A	A ↔	OCT 2017
CL15	Clwyd Theatr Cymru (CTC)	A	A	G ↓	G		
Risk Ref.	Council Delivery	Mar 12	Jun 12	Sept 12	Dec 12	Mar 12	Predictive Green/ Amber/Red
CD02	Streetscene	A	A	A ↑	A	A ↔	TBC
CD03	Transision from UDP to LDP	G	G	A ↑	A	A ↔	SEP 2017
CD04	Planning Protocol	G	G	G ↓	G	G ↔	MAR 2012
CD05	Highways Infrastructure	A	A	A ↔	A	A ↔	TBC
CD06	Transport Arrangments For Service Users	A	A	A ↔	A	A ↔	2013/14
CD07	Depot Provision	A	A	A ↔	A	A ↑	2013/14
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	R ↑	R	R ↔	MAR 2020
CD10a	Leisure - Revenue Funding	R	R	R ↔	R	R ↔	TBC
CD10b	Leisure - Capital Projects	A	A	A ↔	A	G ↓	MAR 2013
CD10c	Leisure - Play Strategy	A	A	R ↔	R	G ↓	MAR2013
CD12a	Housing Strategy	A	A				
CD12b	Housing Management	A	A	A ↔	A	A ↔	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A ↔	A	A ↔	TBC
CD12d	Homelessness - deleted superseded by CD38 Welfare Reform	A	A				
CD12e	Sheltered Housing	A	A	A ↔	A	A ↔	NOV 2013
CD19	Gypsies and Travellers	A	A	A ↔	A	A ↔	TBC
CD20	School Buildings/School modernisation	R	R	R ↔	R	R ↔	2018
CD22	School Improvement - Regional Project	A	A	A ↔	A	A ↑	SEP 2013
CD23	Procurement of Independent Sector placements for looked after children	A	A	A ↓	A	A ↔	TBC
CD26	Disabled Facilities Grants	A	A	A ↔	A	A ↔	SEP 2013
CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A ↔	A	A ↑	2016/17
CD27c	Waste Management Operations	A	A	A ↔	A	A ↔	2016/17
CD34	Severe Winter Weather	A	A	A ↔	A	A ↔	TBC
CD37	Food Waste Treatment Project	A		A ↔	G	G ↔	APR 2014
CD38	Welfare Reform	R	R	R ↓	R	R ↔	TBC
Risk Ref.	Council Governance	Mar 12	Jun 12	Sept 12	Dec 12	Mar 12	Predictive Green/ Amber/Red
CG05a	Asset Management - Strategic	A	A	A ↔	A	A ↔	2015/16
CG05b	Asset Rationalisation	A	A	A ↔	A	A ↔	2015/16
CG06	Medium Term Financial Strategy	A	A	A ↔	A	A ↔	TBC
CG07	Financial Management and Control	A	A	A ↔	A	A ↔	TBC
CG08	ICT Strategy	G	G	G ↔	G	G ↔	
CG09	Information Governance	A	A	A ↔	A	A ↔	TBC
CG10	Human Resources and Management	A	A	A ↔	A	A ↔	TBC
CG11	Single Status and Terms and Conditions of Employment	A	A	A ↔	A	A ↔	TBC
CG13	Customer Focus	G	G	G ↔	G	G ↔	SEP 2011
CG16	Workforce and Succession Planning	A	A	A ↔	A	A ↔	TBC
CG18	Procurement	A	A	A ↔	A	A ↔	
CG19	Business Continuity (including Winter Disruption)	A	A	G ↔	G	G ↔	SEP 2012
CG22	Flintshire Futures	A	A	A ↔	A	A ↔	TBC
CG23	Data Protection	R	R	R ↔	R	A ↓	Mar-13

This page is intentionally left blank

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **20 JUNE 2013**

**REPORT BY:** **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY FACILITATOR**

**SUBJECT:** **FORWARD WORK PROGRAMME**

### **1.00 PURPOSE OF REPORT**

**1.01** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.

### **2.00 BACKGROUND**

**2.01** 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 Directors. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

**2.02** In identifying topics for future consideration, it is useful or a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

### **3.00 CONSIDERATIONS**

**3.01** Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees 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. A Forward Work Programme Planning session has been arranged on the

4<sup>th</sup> of July at 2pm.

**4.00 RECOMMENDATIONS**

**4.01** That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

**5.00 FINANCIAL IMPLICATIONS**

None as a result of this report.

**6.00 ANTI POVERTY IMPACT**

None as a result of this report.

**7.00 ENVIRONMENTAL IMPACT**

None as a result of this report.

**8.00 EQUALITIES IMPACT**

None as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

None as a result of this report.

**10.00 CONSULTATION REQUIRED**

N/A

**11.00 CONSULTATION UNDERTAKEN**

Publication of this report constitutes consultation.

**12.00 APPENDICES**

Appendix 1 – Forward Work Programme

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

None.

**Contact Officer: Margaret Parry Jones**  
**Telephone: 01352 702427**  
**Email: Margaret.parry-jones@Flintshire.gov.uk**

**DRAFT**

Date	Item	Purpose of Report/Session	Scrutiny Focus	Responsible/ Contact Officer	Submission Deadline
25 July	Rota Visits activity and outcomes	To receive a report outlining rota visit activity and outcomes during the last municipal year.	Monitoring	Director of Community Services	11 July
	Social Services Improvement Agency	To receive a report on the SSIA results based accountability model of intervention pilot in Flintshire.	Service Improvement	Director of Community Services	
	Welsh Ambulance Service	To receive a presentation from the Welsh Ambulance Service	Service Delivery	Facilitator	

Page 77

**ITEMS TO BE SCHEDULED**

Youth Justice Service update report  
 North Wales Adoption Service update  
 Local Safeguarding Children’s Board  
 Family Placement Team Restructure  
 Directorate Plan

**Regular Items**

Page 78

<b>Month</b>	<b>Item</b>	<b>Purpose of Report</b>	<b>Responsible / Contact Officer</b>
<b>Quarterly</b>	<b>Performance Information</b>	To consider quarterly performance outturns against directorate indicators	Director of Community Services
<b>January</b>	<b>Safeguarding &amp; Child Protection</b>	To provide Members with statistical information in relation to Child Protection and Safeguarding	Director of Community Services
<b>March</b>	<b>Educational Attainment of Looked After Children</b>	Education officers offered to share the annual educational attainment report which goes to Lifelong Learning OSC with this Committee	Director of Lifelong Learning
<b>March</b>	<b>Corporate Parenting</b>	Report to Social & Health and Lifelong Learning Overview & Scrutiny	Director of Community Services
<b>June</b>	<b>Health, Social Care &amp; Wellbeing Strategy</b>	Update report	Director of Community Services
<b>June/ December</b>	<b>Betsi Cadwaladr University Health Board Update</b>	To maintain 6 monthly meetings – partnership working	Chief Executive/ Sheila Wentworth/ Facilitator
<b>June/July</b>	<b>Foster Care</b>	To receive an update on the recruitment and retention of Flintshire’s Foster Carers.	Director of Community Services
<b>May</b>	<b>Comments, Compliments and Complaints</b>	To consider the Annual Report.	Director of Community Services
<b>September</b>	<b>Protecting Vulnerable Adults &amp; Inspection Action Plan Update</b>	To inform Members of the annual adult protection monitoring report submitted to the Welsh Assembly and to monitor progress of CSSIW Inspection Action Plan	Director of Community Services



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**  
**DATE:** **THURSDAY, 20 JUNE 2013**  
**REPORT BY:** **ENVIRONMENT & SOCIAL CARE OVERVIEW & SCRUTINY FACILITATOR**  
**SUBJECT:** **CARERS STRATEGIES (WALES) MEASURE UPDATE**

### **1.00 PURPOSE OF REPORT**

To update Members of the Committee on progress with the implementation of the Carers Strategies (Wales) Measure.

### **2.00 BACKGROUND**

The Social & Health Care Overview & Scrutiny Committee received a report in November 2012 regarding the draft North Wales Information and Consultation Carers Strategy. At the meeting Members of the Committee requested an update on progress in June 2013.

### **3.00 CONSIDERATIONS**

The update provided by the Head of Service User Experience, Betsi Cadwaladr University Health Board is attached. (appendix 1)

### **4.00 RECOMMENDATIONS**

That the Committee accepts the up-date report.

### **5.00 FINANCIAL IMPLICATIONS**

Additional financial implications unknown but anticipated demand for Carers Needs Assessments.

### **6.00 ANTI POVERTY IMPACT**

Positive impact for informal carers.

### **7.00 ENVIRONMENTAL IMPACT**

Not applicable

**8.00 EQUALITIES IMPACT**

Not applicable

**9.00 PERSONNEL IMPLICATIONS**

Not applicable

**10.00 CONSULTATION REQUIRED**

Not applicable

**11.00 CONSULTATION UNDERTAKEN**

Not applicable

**12.00 APPENDICES**

Appendix 1 - **Carers Strategies (Wales) Measure 2010 – Update  
Report for Flintshire Scrutiny Committee**

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

The North Wales Information and Consultation Strategy 2012-2015  
(draft)

**Contact Officer: Margaret Parry-Jones**  
**Telephone: 01352 702427**  
**Email: Margaret\_Parry-Jones@flintshire.gov.uk**

## **Carers Strategies (Wales) Measure 2010 – Update Report for Flintshire Scrutiny Committee**

### **1. Situation**

The Carers Strategies (Wales) Regulations were passed in December 2011. On 1st January 2012, the Carers Strategies (Wales) Measure came into force. This required Local Health Boards and Local Authorities in Wales to work together to prepare and publish a carers Information and Consultation Strategy.

The North Wales Carers Information and Consultation Strategy sets out how this partnership will provide information to carers and include carers in the arrangements made for those they care for.

BCUHB has taken the lead on developing the Strategy and putting its objectives into practice. This SBAR chronicles the progress made to date by the partnership.

### **2. Background**

The main duties arising from the regulations and subsequent Strategy are as follows:-

- The Strategy was initially to cover a 3 year period and a review of the strategy should take place at 18 months. It has been recently announced the Strategy will now run over four years.
- The Strategy was approved by Welsh Government in January 2013 with some amendments requested. We are awaiting the Welsh Government to supply further information on strengthening the Measure for carers of people with mental health needs prior to publication. Therefore the Strategy remains in draft form (previously submitted to the Scrutiny Committee).
- A report on progress must be submitted annually to Welsh Ministers.
- The Local Health Board and Local Authorities must consult with voluntary organisations in the development of the strategy.
- The Local Health Board must engage with General Practitioners in the implementation of the strategy.
- The Strategy must set out how staff will be trained to deliver the requirements of the Measure.
- The Strategy must make clear the language and format by which the local strategies will be made available to Carers.
- The Strategy must set out the appropriate information and advice which the designated authorities are required to provide to carers.
- Carers must be consulted within a timely fashion.
- The designated authorities must ensure that Carers are made aware of their rights to a Needs Assessment by the Local Authority (or their agent) and assistance is provided to help Carers understand decisions taken if required.

- If decisions are taken in the absence of the Carer, these should be promptly explained.
- Designated Authorities should also ensure that consultation with Carers occurs at regular intervals and includes consideration of support at short notice.
- Due regard should be taken of the Carers age and any disability and cultural needs.
- Carers are signposted to voluntary agencies for support.

## **2.1 Funding Allocation**

In December 2011 the Welsh Government announced the funding that had been agreed by Welsh Ministers to support implementation of the Carers Measure. This funding was originally for three years. The Welsh Government recently notified the Health Boards that this funding will be extended for an additional year (2015-2016) leading up to implementation of the Social Services and Wellbeing (Wales) Bill in 2016.

The funding allocation for Health Boards has been allocated according to the standard formula and BCUHB has been allocated a total of £238,400 (£20,700 of which is specifically for young carers) for 2013-2014. A commissioning plan for the funding is currently being drafted and will be overseen by the Carers Measure Project Board (this has Local Authority and 3<sup>rd</sup> Sector membership, see section 3 below).

## **3. Assessment of Local Developments**

- Amanda Davidson, the BCUHB Carers Co-ordinator has been in post since December 2012 with the remit to lead the operational work of implementing the Strategies stated aims. An Administration Support and Data Collection role is in the processes of being created to support the Carers Co-ordinator.
- North Wales Carers Leads Strategic Group (NWCLSG) has been in operation since January 2011, this group consists of BCUHB representatives (one of whom chairs the group), Carers Leads from the 6 Local Authorities and representatives from the third sector carers organisations.
- An Operational Carers Group has been set up within BCUHB, which consists of representatives from each CPG and a Localities representative. The purpose of this group is to develop and implement local plans for implementation of the strategy. Carers Champions are in the process of being designated within the Health Board and they will attend this group.
- A Project Board has been set up to scrutinise and advise on issues around the Carers Measure and subsequent Strategy. The Terms of Reference for

this Board are currently being reviewed in partnership with the Local Authority representative to explore the possibility of this Board overseeing the delivery for the requirements of both the Carers Strategies (Wales) Measure and the (refreshed) Carers Strategy.

- There is a training programme in place to raise carer awareness within BCUHB. The Carer Awareness training is a one and a half hour programme of classroom based training. This was designed in consultation with a training sub group of members of the NWCLSG and incorporates the knowledge requirements of the Measure. Delegate feedback has been very good with staff wanting to further their knowledge base on the subject. With this in mind it has been proposed that basic awareness training moves to an e – learning system with an Advanced Practitioner course being designed for roll out late autumn 2013. The Advanced course will be open to Health, Local Authority and Third Sector staff. It will include a series of workshops aimed at challenging current practice where that practice appears to be at odds with the requirements of the Carers Measure, and will involve all partners, including carers, in the delivery
- Consultation with carers takes place through carers sitting on the NWCLSG and at arranged events such as the BCUHB sponsored 'Fun days' for 220 Young Carers from across North Wales and a number of events organised for Carers Week. Consultation is designed to ask carers what they want from their Health Service and to update them on progress with the Measure. Some consultations have been filmed with the intention to create a staff training film based on real carer experiences with health and social services.
- Identification and signposting of carers. During training staff become more aware of how to identify a carer and help carers understand the terminology. The partnership (NWCLSG) has developed a carer information leaflet. The aim is for BCUHB staff to use the leaflet for the initial discussion with carers and to provide them with information to signpost them on to further sources of help and support. It also complies with an obligation in The Measure to inform carers of their legal right to a carer's assessment of need. In order to comply with obligations to present numbers of carers identified to Welsh Government, a data recording slip is inside the leaflet and will be used by staff to complete information and return for processing. The carer information leaflet is presented in both Welsh and English.

#### **4. Next Steps**

- Take forward work plan to implement Welsh Government performance monitoring framework. Representatives from Local Authorities will be requested for this work stream
- Commence engagement work with GP practices; Welsh Government funding will be utilised to take forward this work stream which will include a data

cleansing exercise of GP Carers Registers, carer awareness training for practice staff, explore possibility of GP liaison posts

- Develop carers webpage on BCUHB website (in development at present)
- Develop carers training – proposal in place to utilise the current “look after me” course for carers, Education Programmes for Patients (EPP Cymru)
- Develop formal referral system for NHS staff to refer adult carers to sources of support

There is an Action Plan for the full three years included with the draft Strategy. It is anticipated this will vary in timescales, but not content, due to the Welsh Government decision to run the project over four years instead of the three years.

## **5. Recommendations**

That the scrutiny committee accepts the up-date