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To: Cllr Carol Ellis (Chair)

Councillors: Ray Hughes, Hilary McGuill, Veronica Gay, Andy Dunbobbin, Adele Davies-Cooke, David Healey, Dave Mackie, Cindy Hinds, Mike Lowe, Matt Wright, Mike Reece, Ian Smith, Carolyn Thomas and David Wisinger

21 June 2016

Dear Councillor

You are invited to attend a meeting of the Social & Health Care Overview & Scrutiny Committee which will be held at 10.00 am on Monday, 27th June, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 12)

Purpose: To confirm as a correct record the minutes of the meetings held on 22 April and 19 May 2016.

4 PROGRESS REPORT ON THE DEVELOPMENT OF THE NORTH WALES SAFEGUARDING BOARDS APRIL 2016 (Pages 13 - 28)

Report of Chief Officer (Social Services) enclosed. Portfolio of the Cabinet Member for Social Services.

Purpose: To enable the Committee to fulfil their scrutiny role in relation to performance and Assurance governance of collaborative services.

5 **MENTAL HEALTH SUPPORT SERVICES AND SUBSTANCE MISUSE SERVICES IN FLINTSHIRE** (Pages 29 - 54)

Report of Chief Officer (Social Services) enclosed. Portfolio of the Cabinet Member for Social Services.

Purpose: To receive an update on Mental Health Services.

6 **COUNCIL FUND REVENUE BUDGET 2017/18** (Pages 55 - 66)

Report of Chief Executive and Corporate Finance Manager enclosed. Portfolio of the Cabinet Member for Social Services.

Purpose: To update the Committee on the financial forecast for the 2017/18 financial year.

7 **ANNUAL COUNCIL REPORTING FRAMEWORK** (Pages 67 - 118)

Report of Chief Officer (Social Services) enclosed. Portfolio of the Cabinet Member for Social Services.

Purpose: To consider the draft report.

8 **ROTA VISITS**

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

9 **FORWARD WORK PROGRAMME** (Pages 119 - 126)

Report of Social and Health Care Overview & Scrutiny Facilitator enclosed.

Purpose: To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.

Yours faithfully



Peter Evans
Democracy & Governance Manager

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE **22 APRIL 2016**

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Friday, 22 April 2016

PRESENT: Councillor Carol Ellis (Chair)

Councillors: Andy Dunbobbin, Dave Mackie, and David Wisinger

SUBSTITUTIONS: Councillors Ian Dunbar (for Councillor Ian Smith) and Paul Shotton (for Councillor Mike Lowe)

APOLOGIES: Councillors: David Healey, Hilary Isherwood, Brian Lloyd, and Hilary McGuill

Mr. Rob Gifford, Care and Social Services Inspectorate Wales (Inspector CSSIW)

CONTRIBUTORS:

Cabinet Member for Social Services, Chief Executive, Chief Officer (Social Services), Senior Manager Safeguarding and Commissioning, Senior Manager Children's and Workforce Services, and Senior Manager Integrated Services, Lead Adults, (for minute no.70) Dawn Holt (ADM & TSS Programme Manager), Nick Kenealy (Contract Team Manager) Lyn Hawtin (Community Manager), Peter Regan (Haulfryn Care), Claire Mather (S&S Care UK Limited), Ged Fitzpatrick (Care at Home), Adrian Ward (Care Co. Health Care Limited) Nicola Hopwood-Clarke (Premier Care Plus Limited), and Reena Cartmel (BCUHB)

IN ATTENDANCE:

Social & Health Overview and Scrutiny Facilitator and Committee Officer

68. DECLARATIONS OF INTEREST

Councillor Carol Ellis declared a personal interest in the following agenda item as a family member attended Marleyfield House. Councillors Dave Mackie and Paul Shotton also declared a personal interest as members of the Community Health Council.

Agenda item 4 – Residential Care Review

69. MINUTES

The minutes of the meeting of the Committee held on 3 March 2016 had been circulated to Members with the agenda.

Matters arising

The Social & Health Overview and Scrutiny Facilitator advised that as soon as the new Children's Services structure was completed the names of offices confirmed in post would be circulated to Members of the Committee.

RESOLVED:

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

70. CARE SECTOR REPORT

The Chief Executive welcomed the representatives from the Health Board to the meeting. He commented on the changes taking place within the care sector in Wales and England and the subsequent challenges in Flintshire. The Chief Executive referred to the need to for a collaborative approach, working constructively and strategically, to find creative solutions to the challenges with the Welsh Government (WG) and key partners such as the Health Board.

The Chief Executive, gave background information and a joint presentation with the Chief Officer (Social Services) and Senior Manager Safeguarding and Commissioning on the care sector. The main points of the presentation were as follows:

- background (national and local)
- local context
- fragility of the Sector
- immediate cost pressures
- changes coming over the next 5 years
- Flintshire residential care review
- Care Homes in the Independent sector
- a positive approach to Care
- potential solutions
- conclusions

The Chair invited Mr. Ged Fitzpatrick, representative of Flintshire Care providers, to report on the issues concerning maintaining domiciliary care services in Flintshire. Mr. Fitzpatrick reported on the impact of the implementation of the “national living wage”, and increases in national insurance, holiday pay and pensions, and the need to pay travel time for care workers. He welcomed the Flintshire fee increase of 4% but said this gave a 16% shortfall. Mr. Fitzpatrick referred to the loss of quality care provision, the delayed transfer of care, the economic loss in terms of Flintshire jobs and businesses and the issue of recruitment, retention and training of staff. He stated that a third of all providers of domicillary care services were predicted to leave the industry in 2016/17 due to lack of funding. Mr. Fitzpatrick commented on the shared vision of reablement and referred to the need to support people at home for as long as possible. He raised concerns around the issue of delayed assessments.

In concluding his comments Mr. Fitzpatrick emphasised the importance of recognising the valuable role that the small business sector undertakes in providing care to the most vulnerable people in society. He commented on the future demands of an ageing population and on the dilemma faced by current providers to sustain a viable business for the future.

Reena Cartmel, Betsi Cadwaladr Community Health Board representative, acknowledged the need to work together in partnership to find local solutions. She commented on the need to commission a quality service and to determine what services were required with a view to making further efficiencies together. She referred to the comments made by Claire Mather around training requirements across the health and care sector and suggested that the domiciliary care sector and Health could join together to offer training opportunities and support and referred to 'safeguarding' as an example. Referring to school leavers she commented on the need for organisations to find local creative solutions and said that BCUHB were very much 'around the table' with a commitment to work together to find solutions.

Councillor Aaron Shotton commented on the false economy of insufficiently funding social care and emphasised the case for a radical overhaul of the funding formula and said he intended to make representations to get this message across to the Welsh Government.

Councillor David Wisinger expressed concern at the poor attendance at the meeting and added that if Members could not be present they should arrange a substitute. The Chair also expressed her disappointment at the low number of Committee members present and said she intended to follow this up.

Councillor David Wisinger spoke in support of a delegation to the Welsh Government to lobby the case for funding for social care and demonstrate the potential 'crisis' in the independent sector.

Councillor Ian Dunbar raised concerns around the increase cost of fees in residential care homes.

Councillor Paul Shotton commented on the additional financial pressure on care home providers in the private sector due to the increase in the national living wage which was not funded by local government. He said he wished to see greater promotion of the career opportunities in social care in schools and through further education.

In summary the Chief Executive and Chief Officer thanked the representatives from the Independent sector and Health for their attendance and comprehensive input at the meeting. They commented on the need to keep positive dialogue open and to work in partnership to make residential and domiciliary services sustainable for the future.

RESOLVED:

- (a) That the immediate and longer-term challenges faced in Flintshire be noted;
- (b) That the need for national reform in the funding of the social care sector in Wales be supported, and the position to engage with a new Welsh Government to develop solutions as a matter of urgency be endorsed;

- (c) That the Committee accepts the Residential Care Review and the recommendations within the report be endorsed;
- (d) That Councillor Aaron Shotton contacts all local authorities in Wales to invite them to press the Welsh Government for adequate and sustainable funding for social care; and
- (e) That Councillor Aaron Shotton makes contact with the new Minister for Health and Social Services to present the case for additional funding for the care sector.

71. 2015/16 Q3 IMPROVEMENT PLAN MONITORING (SOCIAL & HEALTH)

The Chief Officer (Social Services) introduced a report on the monitoring of progress for the third quarter of 2015/16 focusing on the areas of under performance relevant to the Committee. He referred to the detailed sub-priority report which was appended to the report and advised that there was only one significant high level risk for the Committee to note which concerned the dementia, respect, empathy and dignity project within GP surgeries. He explained the reason for the risk and reported that the overall strategy around dementia was well underway and up to speed.

Councillor Dave Mackie commented on the format of the sub-priority report. The Chief Officer acknowledged the points made and agreed to take 'on board' for future reports.

RESOLVED:

That the Quarter 3 Improvement Plan Monitoring Report be received.

72. ROTA VISITS

There were no reports on visits undertaken by Members.

73. FORWARD WORK PROGRAMME

The Social & Health Care Overview & Scrutiny Facilitator introduced the Forward Work Programme of the Committee. She advised that the next a meeting of the Committee would be held on 19 May 2016 to consider the following items:

- Comments, compliments and complaints
- Draft Improvement Plan 2016/17

The Facilitator advised that immediately following the above meeting the Annual Council Reporting Framework workshop would be held.

Referring to the meeting of the Committee to be held on 9 June 2016 with representative of Betsi Cadwaladr University Health Board (BCUHB) and

the Welsh Ambulance Service, the Facilitator said she would be writing to all Members prior to the meeting to seek questions to submit to BCUHB.

RESOLVED:

That the Forward Work Programme be noted.

74. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 11.00 am and ended at 1.03 pm)

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Chair

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE
19 MAY 2016

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Thursday, 19 May 2016

PRESENT: Councillor Andy Dunbobbin (Vice-Chair in the Chair)

Councillors: Adele Davies-Cooke, David Healey, Veronica Gay, Cindy Hinds, Mike Lowe, Dave Mackie, Mike Reece, Ian Smith, and David Wisinger

APOLOGIES: Councillors: Carol Ellis and Hilary McGuill

CONTRIBUTORS:

Cabinet Member for Social Services, Chief Officer (Social Services), Senior Manager Safeguarding and Commissioning, Senior Manager Children's and Workforce Services, and Senior Manager Integrated Services, Lead Adults,

IN ATTENDANCE:

The Community and Education Overview and Scrutiny Facilitator and Committee Officer

1. APPOINTMENT OF CHAIR

The Facilitator advised that Councillor Carol Ellis had been appointed to this role at the Council's Annual General Meeting on 10 May 2016 and therefore a vote on the nomination was not required.

RESOLVED:

That Councillor Carol Ellis be appointed Chair for the Committee.

2. APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chair the Facilitator sought nominations for a Chair for the meeting.

RESOLVED:

That Councillor Andy Dunbobbin be appointed Chairman for the meeting.

3. APPOINTMENT OF VICE-CHAIR

Nominations were sought for the appointment of Vice-Chair for the Committee. Councillor David Wisinger proposed Councillor Andy Dunbobbin and this was duly seconded. On being put to the vote Councillor Andy Dunbobbin was appointed as Vice Chair for the Committee for the municipal year.

RESOLVED:

That Councillor Andy Dunbobbin be appointed as Vice-Chair for the Committee for the municipal year.

4. DECLARATIONS OF INTEREST

Councillor Andy Dunbobbin declared a personal interest in the following agenda item in his capacity as a kinship carer:

Agenda item 6 – Improvement Plan 2016/17 (Social & Health Care)

5. MINUTES

The minutes of the joint meeting of the Education & Youth and Social & Health Care Overview & Scrutiny Committee held on 24 March 2016 had been circulated to Members with the agenda.

Matters arising

Councillor Christine Jones referred to the high quality early intervention and preventative children's services in Flintshire, as recognised by two recent awards, the CAN Parents quality Mark accredited to the Flying Start service in July 2015 and the Social Care accolade given to the service in the category of Better Outcomes Working Together in the same year.

RESOLVED:

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

6. THE IMPROVEMENT PLAN 2016/17 (SOCIAL & HEALTH CARE)

The Chief Officer (Social Services) introduced a report on the draft Improvement Plan 2016/17 relevant to the Committee. He explained that the Improvement Plan had been updated to reflect the key priorities of the Council for next year. Members were asked to consider the content of the Plan and 'how we measure achievement' document for the priority 'Living Well'.

The Chief Officer referred to the Living Well priority for 2016/17, which was appended to the report, and consisted of the three sub-priorities 'Independent Living', 'Integrated Community Social & Health Services' and 'Safeguarding'. He reported on the main activities relating to each of the sub-priorities as detailed in the report.

The Chair thanked the Chief Officer for his presentation and invited Members to raise questions.

Councillor Dave Mackie referred to page 7, paragraph 1, of the executive summary of the report and sought clarification around the meaning of the final sentence. He expressed a number of concerns regarding the formatting of the information on the proposed national performance indicator

targets which was appended to the report and said the data, as presented, was difficult to read on an iPad. The Chief Officer acknowledged the points raised and agreed to feedback the comments made.

Councillor Cindy Hinds referred to the list of activities under the 'Safeguarding' sub-priority and suggested that the work undertaken with outside agencies also be included. The Chief Officer agreed to revisit the 'Safeguarding' sub-priority to include a reference to multi agency partnership working.

Referring to 'Safeguarding', Councillor David Healey asked if there was a single named point of contact for outside bodies to seek advice or make a referral. The Senior Manager Safeguarding and Commissioning explained that no single individual was named on the Authority's website as a contact point as this was not practical but telephone numbers were given to ensure overall contact and a central point of contact was provided for the Duty and Assessment team. The Senior Manager Children's and Workforce Services explained that a safeguarding link was also available within each school. The Chief Officer suggested that it may be helpful if Members met with the Safeguarding Team to enable a more holistic understanding to be gained around how access to the safeguarding services worked.

Councillor Christine Jones drew attention to the range of initiatives provided in Flintshire to raise awareness and support people with dementia and provide respite, help, and advice to carers. Councillor David Wisinger congratulated the Chief Officer and his team on the positive developments in Flintshire regarding independent living and quality of life.

RESOLVED:

- (a) That, subject to the suggested changes, the Committee accepts the content of the Improvement Plan and 'How we Measure Achievement' document for the 'Living Well' priority; and
- (b) That the Committee accepts the strategic approach to the Improvement Plan and its delivery; and
- (c) That the Committee accepts the proposed targets for the national performance indicators.

7. ROTA VISITS

Councillor David Healey reported on his visit to North East Wales Community Equipment Services (NEWCES). He explained that the visit had been a rewarding experience and he recommended that other Members would also find a visit helpful. He commented on the valuable work undertaken to provide equipment to people with a disability and asked if the service could be expanded outside the community, citing the loan of beds to hospitals as an example. The Senior Manager Integrated Services, Lead Adults, explained that whilst the Service supported bed management its purpose and priority was to provide equipment to those with need in the community.

Councillor Veronica Gay provided positive feedback on her visit to Croes Atti Day Care Centre. She said some concern had been expressed during her visit around a drop in the number of referrals being made to the Centre. In her response the Senior Manager Integrated Services, Lead Adults, explained that the requirement for traditional day care services had declined due to an increased demand for more community/activity based care provision.

RESOLVED:

That the updates be received.

8. FORWARD WORK PROGRAMME

The Community & Education Overview & Scrutiny Facilitator introduced the Forward Work Programme of the Committee. Referring to the meeting of the Committee to be held on 9 June 2016 with representatives of Betsi Cadwaladr University Health Board (BCUHB) and the Welsh Ambulance Service, the Facilitator explained that Members had been requested to email their questions to the Social & Health Care Facilitator prior to the meeting to submit to BCUHB.

The Facilitator advised that the meeting of the Committee scheduled to be held on 23 June 2016 had been rearranged to 27 June 2016 due to the EU Referendum. She explained that the item on Comments, Compliments and Complaints, which was scheduled for consideration at today's meeting had been deferred to the meeting to be held on 27 June 2016.

RESOLVED:

That the Forward Work Programme be noted.

9. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 2.00 pm and ended at 2.38 pm)

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Chairman



SOCIAL AND HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 27 th June 2016
Report Subject	Progress Report on the Development of the North Wales Safeguarding Board (Adults and Children)
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides a progress report on the development of the North Wales Safeguarding Board in accordance with the Social Services and Well-being (Wales) Act 2014.

The Act states that agencies must establish regional safeguarding boards with the region being defined as that of the Local Health Board footprint. For Flintshire, this would be the six local authorities in North Wales which fall within the Betsi Cadwalader University Health Board footprint.

The purpose of this report is to present the Annual Report of the Safeguarding Boards to Members of the Health and Social Care Overview Scrutiny Committee which summarises the progress made in relation to the establishment of regional safeguarding arrangements as required by the Social Services and Well-being (Wales) Act 2014.

RECOMMENDATIONS

1	The Committee note the content of the progress report prepared by the North Wales Safeguarding Board's Business Manager.
2	The Committee received a further report within 12 months on the progress of identified priorities.

REPORT DETAILS

1.00	AN INTRODUCTION TO THE PROGRESS REPORT ON THE DEVELOPMENT OF THE NORTH WALES SAFEGUARDING BOARD (ADULTS AND CHILDREN)
1.01	The Progress Report on the development of the North Wales Safeguarding Boards for both adults and children was prepared by the North Wales Safeguarding Board Business Manager for initial approval by the Joint North Wales Adults and Children's Safeguarding Board meeting on the 11 th March, 2016.
1.02	The report outlines the progress made to date by both boards as well as an evaluation of the effectiveness of both boards and their sub-groups, and the identification of priorities for 2016.

2.00	RESOURCE IMPLICATIONS
2.01	The priorities of the Regional Safeguarding Adults and Children's Boards are aimed at ensuring the most vulnerable in society are protected. These priorities are consistent with Flintshire's own objectives and the resources each partner agency is required to provide to the boards by way of membership of the Board and its sub-groups is part of the authorities ongoing work, no additional staffing resource is required to support the regional boards.
2.02	The Regional Boards requires budget funding from each of the partner agencies and the annual funding contribution required from Flintshire is £29,072.24, which has been accounted for in the budgets for 2016/17 and an ongoing basis.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None

4.00	RISK MANAGEMENT
4.01	Progress against identified priorities need to be maintained by the board and this committee should be provided with oversight of progress within the next 12 months.

5.00	APPENDICES
5.01	The Annual Report North Wales Safeguarding Children's Board and the North Wales Safeguarding Adults Board 2016.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Jane Davies - Senior Manager Safeguarding and Commissioning Telephone: 01352 702503 E-mail: jane.m.davies@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
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Progress report on the development of the North Wales Safeguarding Boards April 2016



1. Introduction to North Wales Safeguarding Children's Board

The shadow North Wales Safeguarding Children's Board (NWSCB) was established in April 2013 following the direction from Welsh Government to respond to the white paper: Sustainable Social Services: a Framework for Action and the development of the Social Services and Wellbeing (Wales) Act 2014. The regional board was adopted in full in North Wales in April 2014 and replaces the Local Safeguarding Boards, previously 3 in North Wales.

The NWSCB is a statutory partnership of six local authorities, the Betsi Cadwaladar University Health Board, North Wales Police, the National Probation Service, the Community Rehabilitation Company, Public Health Wales, the Welsh Ambulance Health Service Trust and voluntary organisations.

Since its establishment it has been chaired and hosted by Conwy County Borough Council specifically Jenny Williams, Strategic Director of Social Services and Education. A lead local authority must host the safeguarding board and its business unit whilst any agency may chair as appointed by the board, Conwy will chair for a further 12 months until April 2017 where this may be extended for a further period of three years if the board agrees. Progress on the work of safeguarding boards has previously been reported through each board agency's internal governance processes. This is usually in the form of an annual report on or around the end of the financial year, however the reporting period will change following the implementation of the Social Services and Wellbeing Act in April 2016 to each July and will be submitted to the national safeguarding board. Following this there will be a period of consideration by Welsh government and a final response will be provided in which will be shared with each board partner organisation.

The Terms of Reference developed for the NWSCB promote the requirement for accountability and are clear in their definitions of holding to account. They are dated July 2013 and will be reviewed during 2016/17 to ensure that they remain fit for purpose following the implementation of the act.

There continues to be a need for the development of a Role Profile for each board member which each board member will sign up to and will highlight how they are individually accountable in relation to their contribution to the board and attendance at Board Meetings.

There is also a need for the board to develop a Performance and Impact Framework which would assist in reporting the activity of Board members against elements within their role

profiles and would also allow the board to demonstrate multi agency working at a strategic level.

The Board's business is managed through a dedicated Business Unit which is financed through the NWSCB's budget. The Business Unit for NWSCB was established in March 2015 and currently consists of one Business Manager, a Business Co-ordinator and Administrative Assistant. Due to recruitment difficulties, only the Business Manager is in post who was appointed in March 2015. It is anticipated that all posts will have been appointed to by April 2016.

The safeguarding boards rely on a network of agencies to support the safeguarding agenda and three local delivery groups support the board, these are chaired and administered by respective Heads of Service across the six local authorities.

2. Introduction to North Wales Safeguarding Adult Board

Section 134 of the Social Services and Well-Being Act (Wales) 2014 requires that regional Safeguarding Adult Boards be in place. This will put the safeguarding of adults on to a statutory footing similar to that for safeguarding children.

According to the Act, the objectives of a Safeguarding Adults Board are:

- To protect adults within its area who have needs to care and support (whether or not a local authority is meeting any of those needs: and
- Are experiencing, or are at risk of, abuse or neglect,
- To prevent those adults within its area mentioned in paragraph (a)(i) from becoming at risk of abuse or neglect

Regulations have set out those areas in Wales for which there are to be Safeguarding Boards ('Safeguarding Board areas'); these are consistent with the footprint of the regional public sector organisations across North Wales.

North Wales decided, ahead of the legislation being in force that it would commence the planning phase to establish a North Wales Safeguarding Adults Board (NWSAB). A seminar took place on 25th of January 2013 and the outcome of this seminar was the development of options around the structure of the NWSAB. The preferred option was to follow the structure which had been agreed for the North Wales Safeguarding Children's Board and the learning from that development was used to move quicker on the development of the NWSAB; this two-tier model was one of two regional structures which was evaluated by the University of Sheffield on behalf of the Association of Directors of Social Services Cymru and the WLGA. The three local delivery groups were to be created by the six local authorities forming as Gwynedd and Anglesey; Conwy and Denbighshire; Flintshire and Wrexham. It was also proposed that areas such as training, performance and audit, policies and serious case reviews should be undertaken regionally, again following the same pattern as that in Children's safeguarding. The options paper and a 'common script' report was discussed at the Social Services and Health Programme Board on 2nd May 2013 and each partner reported through their own organisational reporting processes.

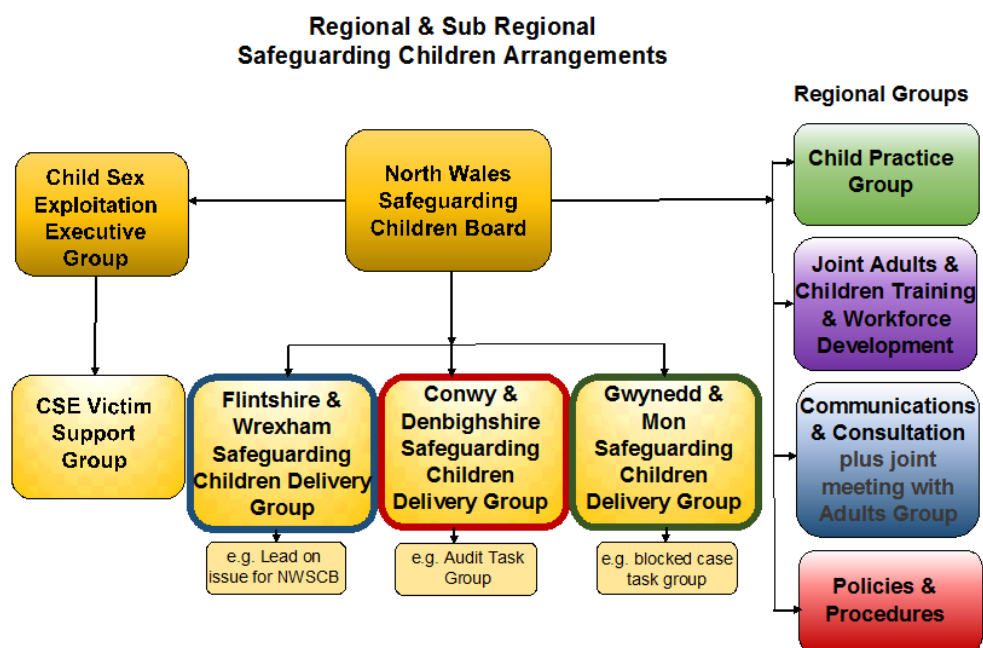
On 16th July 2014 a NWSAB development session was held, this was facilitated by Jan Howarth and the group explored the role of the Board and its regional/sub-groups. These

were explored under four headings – Prepare, Prevent, Protect and Pursue. The outputs of this session enabled an Implementation plan to be developed for the NWSAB.

The role of the North Wales Safeguarding Adults Board is broadly to:

- Add value and improve the outcomes for vulnerable adults in need of safeguarding and protection
- Develop and provide a regional strategic direction
- Direct and monitor regional groups for training and workforce development; policies and procedures; communication and consultation and adult practice reviews
- Develop and monitor a performance management framework
- Provide challenge and support to regional agencies and Local Authorities
- Agree and manage the budget
- Provide the interface with Welsh Government and the National Safeguarding Board

The structure for the North Wales Safeguarding Adults Board is as follows and by now the Training group and the Communication groups are joint with the Children’s Safeguarding Board.



At the development session the Strategic Director of Social Services and Education from Conwy County Borough Council was nominated as Chair of the NWSAB during the ‘start up’ time of this Board and this was later proposed and agreed at the first board meeting held on 3rd September 2014. The Deputy Director of Nursing and Safeguarding in the BCUHB was elected as Vice Chair.

3. Summary and Evaluation of NWSCB’s effectiveness and activity

Governance

The NWSCB has established itself in governance, business arrangements and strategic priorities. In the past, as Local Safeguarding Boards the boards would monitor performance against the standards as set by Welsh Government within the Self-Assessment and

Improvement Tool. This tool is not considered fit for purpose for monitoring the performance of a regional board and the board has been at the forefront of the review/ development of a revised regional SAIT with Professor Jan Howarth. Two developmental sessions have been hosted by the NWSCB in this regard. On both occasions CSSIW were invited and attended the sessions. The Chairs and Business Managers from across the other regional safeguarding boards across Wales also participated.

There needs to be development of Role Profiles for Board Members and also a defined induction process for new members.

The Board sits six times per year, and minutes are prepared promptly following each Board Meeting and are reviewed by Business Manager and Chair within a short timescale. Minutes are sent out the Board Members and in due course will be published on the safeguarding board website. <http://www.northwalessafeguardingboard.wales/about/>

The Child Practice Review Group (CPR)

The Child Practice Review Group is chaired by an Independent Chair and is governed by the Welsh Government Child Practice Review Guidance which replaced Chapter 10 of Safeguarding Children; Working Together under the Children Act 2004.

The CPR Group meets every other month and has developed a referral and decision making process to manage cases consistently across the region, details of the process is on the board's website.

The new guidance promotes the use of Multi Agency Professional Forums where identified lessons for future practice can be learned. The process for MAPFs allow for a much more transparent and robust approach to reviewing cases that do not meet the threshold for a concise or extended child practice review.

The CPR Group has considered the following referrals:

Concise Child Practice Review (CPR)	2
Extended Child Practice Review (ECPR)	6
Multi Agency Professional Forum (MAPF)	5
No Review	4
More Information Required	1 (which then resulted in no review)

Performance Questions

How many new cases have been considered for review during 2015/16? How Many reviews completed within 2015/16	3
How many concise/extended reviews were completed within the 6 month timescale?	-

How many external reviewers / chairs have we commissioned during 2015/16	1
How many Learning Events have been held?	3
Were all Learning events attended appropriately?	Yes, but reviewers did identify that there was inconsistency in how agencies prepared their staff for the Learning Event.
How Many reviews have been published to date	3
How has CPR Group disseminated the Learning?	A CPR road show was held in December 2015. Three days of key themes emerging from the reviews to date was presented to practitioners by Chair and Vice Chair of CPR Group and Business Manager
How are the Action Plans being monitored?	They are monitored through the CPR Sub Group and through the LDG. For 2016/17 there will be a forward plan for each action plan.

Policy and Procedure Sub Group

The P&P subgroup has a focused work plan and has implemented the following protocols documents:

- North Wales Protocol for the provision of pre-trial therapy for child witnesses
- North Wales protocol for resolving professional differences of opinion
- North Wales protocol for Supporting Children when working with parents with severe mental health problems and/or substance misuse
- The Protection of Children and Young People at risk or experiencing harm through the use of Information Communication Technology
- North Wales protocol for the management of complaints relating to child protection conferences
- North Wales procedure for safeguarding children through the management of offenders who have viewed child abuse images
- North Wales Safeguarding Board general complaints procedure

The North Wales Protocol for Supporting Children when working with parents with severe mental health problems and/or substance misuse, is to be reviewed (December 2015). This will be the responsibility of BCUHB. This is an important protocol and one which needs to be assured to be fit for purpose as it has featured in several recent review cases.

An Elected Home Education Task Group was set up and fed into the Welsh Government Guidance. The task group was also directed to standardise regional protocols & procedures in relation to Elected Home Education. However it has not been possible to achieve a regional approach due to poor representation.

A task group has been set up to develop guidance on Safeguarding Disabled Children and on a regional approach to Pre Birth Risk Assessments. Agencies needs to ensure that they are represented at these task groups.

The P&P will be developing a Part 4 Guidance during 2016/17.

Case Conference Registration Appeal

The North Wales Safeguarding Children's Board has considered two appeals against registration at case conference. One was a Wrexham County Borough Council matter which was brought by a maternal grandmother on behalf of the mother and the second was by a mother from Flintshire Council. Both appeal hearings upheld the conference recommendation. However in each appeal recommendations were made in relation to the analysis section of the social worker's case conference reports and the minute taking.

Joint NWSCB & NWSAB Training and Workforce Group

The **purpose** of the North Wales Safeguarding Board Training and Workforce Group is to develop and implement a Regional Adult and Children Safeguarding Workforce and Training Strategy in response to the changing role from providing training to promoting suitable training. This has only recently been merged as a joint group and an agreed budget for the group needs to establish.

Joint NWSCB & NWSAB Communication and Consultation Group

In February 2016 the Communication and Consultation Group merged as a joint adults and children subgroup. The chair of this group is

During 2015 a logo for both Boards was developed. The construction and development of the website was achieved during 2015 with the website being launched in July 2015. The website needs to be further developed in terms of adults safeguarding. The website needs to be developed further as a hub of information and signposting for children, young people and their families.

In September 2015 the Business Unit presented at the Gwynedd & Anglesey JIT training about the role and responsibilities of the Board. This presentation could be delivered across the agencies especially with new recruits to teams.

In October 2015 the NWSCB hosted an annual conference on the topic of Child Sex Exploitation. Key note speakers included Dr Helen Beckett from the University of Bedfordshire and Professor Sally Holland, Wales Children's Commissioner. The conference was attended by 141 delegates across the agencies and feedback was very positive with 75% reporting that they considered the conference to be very good and 25% reporting that they thought the conference was good.

In December 2015, a three day road show was hosted by the NWSCB to deliver the key messages and themes that have emerged from the reviews to date. The themes included the risk of over-optimism, disguised compliance and start again syndrome in neglect cases; children educated at home and the referral process. The roadshows were delivered to 150 delegates and again the feedback was positive.

During week commencing 14th March 2016 the NWSCB will be hosting CSE AWARENESS WEEK with seven different secondary schools across North Wales. Signposting of education resources will be made to teachers (handout). A young person's flyer is also to be developed signposting support services. A letter will be sent to parents of each year 9 pupil at the respective school.

4. North Wales CSE Action Plan

The CSE Action Plan was officially launched on 15th October 2015 at the North Wales Safeguarding Children's Board annual conference which concentrated on CSE. NWSC was one of the first Welsh boards to develop a regional action plan, and this plan has been used by the Welsh Government when developing the national plan.

The CSE Action Plan has been an agenda item on the North Wales Safeguarding Children's Board meetings in November 2015 and January 2016 and the CSE Action Plan's progress and RAG rating has been updated accordingly.

A CSE Executive Group needs to be established with the Terms of Reference and Chair to be agreed.

There has been no allocated budget for the delivery of the CSE Action Plan. The driver of the CSE action Plan has been the North Wales Safeguarding Children's Board and due to recruitment difficulties within the Business Unit it has been difficult to further this agenda in conjunction with the board's other duties.

Delivery of the CSE Action Plan was not envisaged when the staffing levels of the Business Unit was agreed upon and therefore there needs to be consideration of resources in terms of driving and delivering the CSE Action Plan.

5. Summary and Evaluation of NWSAB's effectiveness and activity

Governance

The governance of the NWSAB has now been established and the sub-groups and delivery groups are reporting to the Board. The Board has agreed its business plan which is regularly monitored by the Board. The Board meets bi-monthly and the agendas are structured, it is the intention of the board to publish the minutes on the safeguarding board website.

Adult Practice Review (APR) Group

The Adult Practice Review Group is chaired by an Independent Chair and it meets bi-monthly and are in the process of developing referral and decision making processes in line with the Welsh Government's interim guidance. It is expected that the referral form is fully completed and captures as much detail as possible, this would include reports from any other organisation involved in the case.

The group is now considering each partner organisation's reviewing processes in order to better understand how they are making the decision whether a referral for an APR is required.

To date there have been two APRs that have been completed with detailed action plans.

The themes were as follows:

The NWSAB should request from CSSIW a report on the current levels of compliance of care homes in North Wales with the expectation that CSSIW take action where compliance is not adequate.

Adult protection awareness training should be provided for all staff who have patient / client contact in all health and care agencies, and for the police and CSSIW, and this should be updated regularly.

Thorough specialist training should be provided for those managing adult protection cases (Designated Lead Managers) and for adult protection Investigators. Investigations should not be undertaken by staff without adult protection investigation training

THE NWSAB should develop a regional joint policy and procedures for the support of people who self-neglect

Local Authorities should review and improve their current arrangements for receiving and managing referrals both during office hours and by the out-of-hours service;

The reviews are chaired by an independent chair from a board partner agency and usually two reviewers are appointed.

Policies and Procedures

The P&P sub-group is chaired by Tony Graham, Flintshire County Council. The group has Terms of Reference and an agreed work programme. The group has ratified the following protocols:

- A regional Escalating Concerns Protocol
- A regional professional concerns protocol

The group is currently working on:

- A regional threshold document for POVA referrals and standardising quality of POVA referrals and developing guidance on what a good referral looks like
- A regional self-neglect policy/guidance
- Standardising data reporting

Other areas within the work programme but yet to commence are:

- To develop an agreed multi agency information sharing protocol/guidance.

6. NWSCB Priorities

During two business development days in July and October 2014 the North Wales Safeguarding Children's Board adopted the 3-P approach within its business planning. This being Prevent, Protect and Prepare which are included in the board's three mission statements.

1. North Wales Safeguarding Children Board will **PREVENT** children within its area from being at risk of abuse, neglect or other kind of harm.
2. North Wales Safeguarding Children Board will **PROTECT** children within its area who are experiencing or at risk of abuse, neglect or other kinds of harm.

3. North Wales Safeguarding Children Board will be **PREPARED** to have the overall responsibility for challenging agencies to ensure effective measures are in place to **PROTECT & PREVENT**

The following three areas were identified as being the strategic priorities for the Board

1. CSE and missing from care
2. Children who display sexually harmful behaviour
3. Domestic Abuse

However it is also important that within periods of change, that the North Wales Safeguarding Board operates effectively and meets its statutory responsibilities and therefore this is included as the fourth strategic priority.

7. NWSAB Priorities

The priority outcomes for the North Wales Safeguarding Adults Board in 2016/17 are:

- Outcomes for adults who are the subject of adult protection plan are improved as a result of all agencies across North Wales consistently delivering high quality adult protection services according to agreed best practice
- The NWSAB is assured of the quality of safeguarding services across North Wales
- The risk that vulnerable adults suffer or become subject to abuse or neglect is reduced because staff and the public are fully aware of the need to safeguard and protect, and know what to do if there is a safeguarding issue
- The NWSAB operates effectively and meets its statutory responsibilities
- Outcomes for vulnerable adults are improved because the workforce is safe, skilled, proactive, and family focussed.

8. Budget for 2015/16

The safeguarding boards are funded on a statutory basis by each partner organisation and a revised funding formula has been referenced in the SS and WB Act regulations. This funding formula will have implications for the agencies as there will be a requirement to fund adult safeguarding. The boards will consider a detailed report on the funding options at their meetings in March 2016.

9. Engagement with other Boards and Partnerships

The Business Managers for the Safeguarding Children Boards across Wales meet twice per year. These meetings are valuable in order to have an oversight of how the other boards and business unit function. The Business Managers share examples of good practice and templates etc.

The Business Manager for the NWSCB meets with the Chester and Cheshire West LSCB Business Manager to discuss cross boundary issues regularly. There has also been a meeting between the Chair of NWSCB and the independent chair of the Chester and Cheshire West LSCB and future quarterly meetings have also been arranged.

A Serious Case Review from Chester and Cheshire West LSCB will be presented to the NWSCB in March 2016 due to implications raised within the reviews as a the child resided in North Wales during part of the timeframe considered within the review.

NWSCB has met with the North Wales Safer Communities Board, during the last year. However the relationship between both boards needs to be developed further to ensure efficiency and ensuring no duplication.

10. Looking forward to 2016/17

The NWSCB Business Plan has been agreed and the quantitative and qualitative outcomes will measure how the Board performs during 2016/17 and when the NWSCB reports to the National Independent Safeguarding Board in July 2017 these outcomes will measure the difference that the Board has made in Preventing and Protecting individuals from risk of harm.

However the success of the NWSCB depends upon the commitment and engagement of each authority playing its part within the work of the Board.

It is likely that the CPR group will remain busy in the forthcoming year and it is important that the learning from the reviews are disseminated in a similar way that was delivered during the road shows in December 2015. However there may be need to be consideration of extending the length of the roadshows as feedback from these 3-day events in 2015 referred to them being too rushed and needing to take part over more than two hours at each venue.

Looking forward towards 2016/17 there needs to be consideration of how to capture reviewers' experience and learning of the process in order to develop and ensure that the process is implemented effectively and efficiently. With a fully staffed business unit, it will be essential to monitor and report on submission of chronologies, responses and to ensure that this information is contained within the highlighting report of the CPR to the Board every quarter.

The NWSCB Business Unit has an important role to drive and deliver the CSE Action Plan .The establishment of the CSE Executive Group will be integral to this. Looking forward to 2016/17 the appointment of a Chair to this Executive Group needs to be addressed immediately.

The NWSCB will need to strengthen its links with service users and the community and one step to achieve this will be during CSE week in March 2016 when the Business Unit will be hosting workshops with school pupils across seven schools across North Wales.

The NWSCB will access the services of the 'Buddies' from Conwy County Borough Council who will act as a sounding board in relation to marketing and publication materials.

NWSCB will need to make use of digital technology and in particular social media to enhance the interaction with practitioners, young people and the community.

The NWSAB will become a statutory board on 6th April 2016 when the Social Services and Well-Being (Wales) Act 2014 comes into force.

As with the NWSCB, the success of the NWSAB and its regional and sub-regional sub-groups are dependent on the commitment and engagement of partners.

Citizens Voice – work will be developed to seek engagement and participation from clients and members of the public in relation to adult safeguarding.

A draft POVA questionnaire has been developed to use with individuals who have been through the POVA process to capture their views/feedback on their journey and to help identify any areas of practice which need addressing and to promote areas of good practice identified.

Work around tackling Modern Slavery will be one of the areas of development within adult safeguarding.

The current NWSAB Business plan will be reviewed and the work of the sub-groups and delivery groups is increasing. It is envisaged that further APR training will be held over the next year however, the funding stream for the NWSAB needs to be discussed and agreed as a matter of urgency by the Board.

A conference is being planned for September 2016 and the joint communication and participation group will be planning this

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SOCIAL AND HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 27 June
Report Subject	Mental Health Support Services and Substance Misuse Services in Flintshire
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

Mental Health Support Services are made up of three main strands:

- Intensive Support Team
- Community Living and Medium Support Team
- Occupation and Employment Team (comprising Double Click Design, Growing Places, Social Links, Training project and Next Steps).

Each strand has its own Community Living Co-ordinator to oversee services. The services work together to ensure that each individual's personal goals and needs are being met, maintaining people in their own homes and communities.

There has been a general increase in referrals this and all teams have noted an increase in the level and complexity of the support required in comparison to previous years.

All services require referrals from Community Mental Health Team/Community Rehabilitation Team. Community Mental Health team are a separate service and are jointly managed with Health. Social Links has some open access groups and also take referrals from Substance Misuse Team. Next Steps in addition takes referrals from Primary Care Support Team and Substance Misuse Team.

The aim of Flintshire County Council's Mental Health Support Service is to provide a flexible range of support for people with mental health problems in line with the principles of "recovery". Recovery means that people have the right to build meaningful lives for themselves and to have valued roles, regardless of their mental health problems. Support involves working in partnership with people so that they may take more responsibility and eventually become independent in managing their homes, in participating in their local communities, and in

undertaking employment activities or other volunteering and educational opportunities. The various support services teams aim to provide services which reflect the highest quality and best value for the service user.

Details of the Substance Misuse Service are provided below.

RECOMMENDATIONS

1	Members receive the detailed report and note the progress of Mental Health Support Services.
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REPORT DETAILS

1.00	MENTAL HEALTH SERVICES & SUBSTANCE MISUSE SERVICES IN FLINTSHIRE
1.01	This has again been a very successful year for the team as a whole in terms of delivering a service to a high number of people in challenging circumstances. Double Click Design after much hard work and commitment became a Social Enterprise in January 2016 and the Team Manager of Mental Health Support Services was nominated and shortlisted for a Leading Wales award for her contribution in this. The winner will be announced at the forthcoming award ceremony in Cardiff in June 2016. Report authors to identify the background and considerations which have led to the recommendations for decision.
1.02	Social Links continued to provide a flexible and responsive support in the form of a wide variety of activities within the community. It should be noted that in addition to the 94 people supported on Social Links' register, a further 53 individuals not included in these figures have been supported via open access groups and drop ins (147 individuals in total). These provide a "safety net" for those people who may not be accessing formal services via Community Mental Health Teams.
1.03	The Learning for Wellbeing program continued to provide learning opportunities via the training partnership which exists between mental health services, the FCC training department and various voluntary sector organisations within the county. The training programme during the year took 519 bookings for various courses, with over 90% attendance rate, demonstrating how popular these sessions are.
1.04	At Growing Places the garden furniture restoration project was hugely successful over the winter and this has now expanded to the rest of the year. The increase in business income has enabled the team to buy a number of new machines, and this has helped improve the quality of the finished work. The team has also this year transformed a patch of waste ground at the back of the building into a wildlife garden and vegetable patch.
1.05	Next Steps in 2015/16 assisted a total of 96 people to identify education and learning needs, 40 to undertake voluntary work and 16 to have work

	<p>experience. They also supported 33 people to gain careers advice, 32 to create a CV and 28 to complete job applications. Of the 16 people supported to gain paid employment, 2 individuals were helped to successfully set up their own businesses and were supported to access funding and appropriate training for this. Job retention is a major part of the role at Next Steps, and regular contact with employers has helped those who needed the support to stay in their positions (10 people in total).</p>
1.06	<p>The Community Living and Medium Support Team continued to focus on supporting people with serious and long term mental health issues in many varied tasks, so as to assist them in managing and maintaining their own homes. This helps prevent hospital admissions and ensures that individuals are able to remain living in the community. Examples of outcomes achieved include: 55 people supported to access specialist housing advice and 41 benefits advice, 57 supported to budget and pay bills, 56 supported to complete household tasks, 49 supported to use public transport, 80 to engage with health services, 68 to complete shopping tasks and 64 to plan and prepare healthy meals.</p>
1.07	<p>Intensive Support Team supported a total of 61 individuals during the year with high level support needs (often initially requiring support more than once a day) to either move into their own accommodation or to remain in the community when their tenancies were at immediate risk. Eleven people were successfully supported to move out of long term residential care or hospital into the community. Fifteen people supported and then closed to the team moved on to independence from support services, with others moving to lower level support. Ten people continue to be supported longer term for several times per week to stay in their own homes and out of residential care.</p>
1.08	<p>During 2015/16 over 389 individuals were supported by Mental Health Support Services, many of them by more than one of the services. Of the 128 people who were supported and then closed to the team during the period, 121 had their support plan goals fully or partly met at point of closure. The average monthly amount of people open to the overall team at any one time was 269. As previously mentioned, none of the above figures include the large number of people supported solely via drop-ins, open access groups and the Learning for Wellbeing program as they do not have to be formally referred to the service. This is so as to be proactive in assisting people to achieve wellbeing without coming into formal services unnecessarily.</p>
1.09	<p>The Substance Misuse Service</p> <p>The Substance Misuse Service (SMS) is a multi-disciplinary team who are responsible for the delivery of health, social care and treatment services within communities to those individuals requesting assistance with their substance misuse problems, and their family and carers. The team consists of Nurses, Social Workers, Consultant Psychiatrist, junior Doctors, GP's, Administrators, Support Workers. They are based in Deeside but support people living anywhere in Flintshire. There is a mobile vehicle which tours communities offering practical support and advice.</p>
1.10	<p>There are approximately 350 people 'open' to the team at any one time. From a recent service user evaluation, we can confirm that the majority of</p>

	people using the services are aged 25-40. The areas people want support with is mainly accommodation, managing money and improving their mental health.
1.11	There is a high level of satisfaction with the outcomes the service has assisted in achieving including support with accommodation and support to increase independence. This has risen over recent years.
1.12	In addition to services and treatment offered to people who are misusing substances, there is also a project which works preventively to encourage people to make positive decisions about their physical and mental health. Examples include a series of health cooking groups, social groups, wellbeing taster sessions at gym, spa, bowling green etc.
1.13	Both Mental Health Support Services, and Substance Misuse Services will promote the use of Direct Payments as a means of service users taking control and making choices about how they are supported. This is supported by the new Social Services Well Being Act who actively encourage the use of Direct Payments.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Mental Health Support Services survey has been devised in a way that attempts to capture whether the services provided have been delivered in line with the principles of Recovery. The opportunity is also provided for people to give any general feedback about the service or highlight any improvement areas.
3.02	Feedback from one attender on the Mental Health First Aid course was <i>"I really enjoyed the MHFA. It really helped me understand and be more aware of my own illness"</i> .
3.03	On receiving assistance from Next Steps to gain paid employment at a haulage company - <i>"I just wanted to say thanks very much for all your help over the last couple of years. Without people like you supporting me this wouldn't be happening for me. Again from the bottom of my heart thank you"</i> .
3.04	On being supported to move house under very difficult circumstances, a support worker in Community Living Team received this: <i>"thank you for all you for all you have done and continue to do for me, I am very grateful as are my children. You're one in a million!"</i>

4.00	RISK MANAGEMENT
4.01	None.

5.00	APPENDICES
5.01	Annual Performance Report Mental Health Support Services 2015/16

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Jo Taylor, Service Manager Disabilities Susie Lunt, Senior Manager Integrated Services</p> <p>Telephone: 01352 704395/1407</p> <p>E-mail: jo.taylor@flintshire.gov.uk susie.lunt@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS

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FLINTSHIRE MENTAL HEALTH SUPPORT SERVICES

PERFORMANCE/MONITORING REPORT 2015/16.

1.0 INTRODUCTION AND OVERVIEW 2015/16.

The aim of Flintshire County Council's Mental Health Support Service is to provide a flexible range of support for people with mental health problems in line with the principles of "recovery". Recovery means that people have the right to build meaningful lives for themselves and to have valued roles, regardless of their mental health problems. Support involves working in partnership with people so that they may take more responsibility and eventually become independent in managing their homes, in participating in their local communities, and in undertaking employment activities or other volunteering and educational opportunities. The various support services teams aim to provide services which reflect the highest quality and best value for the service user.

Numerous successes have been highlighted during 2015/16. In particular, **Double Click Design** after much hard work and commitment, became a Social Enterprise in January 2016. The Team Manager of Mental Health Support Services was nominated and shortlisted for a Leading Wales award for her contribution to this process and the winner will be announced at the forthcoming award ceremony in Cardiff this June.

Social Links continued to provide a flexible and responsive support in the form of a wide variety of activities within the community. It should be noted that in addition to the 94 people supported on Social Links' register, a further 53 individuals not included in these figures have been supported via open access groups and drop ins (147 individuals in total). These provide a "safety net" for those people who may not be accessing formal services via Community Mental Health Teams.

The **Learning for Wellbeing** program continued to provide learning opportunities via the training partnership which exists between mental health services, the FCC training department and various voluntary sector organisations within the county. The training support worker during the year took 519 bookings for various courses. These resulted in 464 actual attendances, this amounts to over 90% attendance rate! There are currently 400 people on the project database (this comprises people with mental health and/or substance misuse issues as well as carers).

At **Growing Places** the garden furniture restoration project was hugely successful over the winter and this has now expanded to the rest of the year. The increase in business income has enabled the team to buy a number of new machines, and this has helped improve the quality of the finished work. The team has also this year transformed a patch of waste ground at the back of the building into a wildlife garden and vegetable patch.

Next Steps in 2015/16 assisted a total of 96 people to identify education and learning needs, 40 to undertake voluntary work and 16 to have work experience. They also supported 33 people to gain careers advice, 32 to create a CV and 28 to complete

job applications. Of the 16 people supported to gain paid employment, 2 individuals were helped to successfully set up their own businesses and were supported to access funding and appropriate training for this. Job retention is a major part of the role at Next Steps, and regular contact with employers has helped those who needed the support to stay in their positions (10 people in total).

The **Community Living and Medium Support Team** continued to focus on supporting people with serious and long term mental health issues in many varied tasks, so as to assist them in managing and maintaining their own homes. This helps prevent hospital admissions and ensures that individuals are able to remain living in the community. Examples of outcomes achieved include: 55 people supported to access specialist housing advice and 41 benefits advice, 57 supported to budget and pay bills, 56 supported to complete household tasks, 49 supported to use public transport, 80 to engage with health services, 68 to complete shopping tasks and 64 to plan and prepare healthy meals.

Intensive Support Team supported a total of 61 individuals during the year with high level support needs (often initially requiring support more than once a day) to either move into their own accommodation or to remain in the community when their tenancies were at immediate risk. 11 people were successfully supported to move out of long term residential care or hospital into the community. 15 people supported and then closed to the team moved on to independence from support services, with others moving to lower level support (1 person now receives a Direct Payment). 10 people continue to be supported longer term for several times per week to stay in their own homes and out of residential care.

During 2015/16 over 389 individuals were supported by the overall team, many of them by more than one of the services. Of the 128 people who were supported and then closed to the team during the period, 121 had their support plan goals fully or partly met at point of closure. The average monthly amount of people open to the overall team at any one time was 269. As previously mentioned, none of the above figures include the large number of people supported solely via drop-ins, open access groups and the Learning for Wellbeing program as they do not have to be formally referred to the service. This is so as to be proactive in assisting people to achieve wellbeing without coming into formal services unnecessarily.

2.0 SERVICE DELIVERY

Mental Health Support Services is made up of three main strands (See Structure Chart at the end of this report – page 20).

- **Intensive Support Team,**
- **Community Living and Medium Support Team,**
- **Occupation and Employment Team** (comprising Double Click Design, Growing Places, Social Links, Training project and Next Steps).

Each strand has its own Community Living Co-ordinator to oversee services. The services work together to ensure that each individual's personal goals and needs are being met.

All services require referrals from Community Mental Health Team/Community Rehabilitation Team. Social Links has some open access groups and also take referrals from Substance Misuse Team. Next Steps in addition takes referrals from Primary Care Support Team and Substance Misuse Team.

Occupation and Employment Team.

Social Links.

Staff team – 1 Community Living Officer, 3 full time and 4 part time Support Workers.

Social Links team supports individuals and small groups to participate in community based social and leisure activities and enables people to access mainstream activities in which they may be interested. Examples of activities currently undertaken are: Swimming, Fishing, Golf, Pilates, Creative Writing, Badminton, Walking, Snooker, Lunch Groups, Cinema. Any social and leisure opportunities may be explored depending on the needs and preferences of the person. There is a mixture of one-to-one and group support, some support enables people to maintain existing social relationships following the closures of the day centres. Some of these activities take place outside of office hours. Many people have been enabled to move on following a period of support and are now accessing leisure opportunities independently.

Social Links team also facilitates five drop-ins in various areas of Flintshire throughout the week including weekends; these are open access and community based. Within the drop-ins guest speakers and activities are often organised in response to requests from attendees. In addition to the drop-ins, there are also a number of open access interest groups available; these are Football, a service user run History group called Khronos and a photography group.

Work Services.

Growing Places staff team – 2 full time and 2 part time Support Workers.

Double Click staff team – 2 part time Support Workers.

Growing Places and **Double Click Design** support people in a safe environment to be more confident and to develop work related skills and qualifications. People are encouraged to become involved in the local community, and these services are sometimes a “stepping stone” into paid or voluntary work.

Growing Places is a community gardening service, which also has poly-tunnels which are used for growing and potting plants. Growing Places have also started a garden furniture restoration service which has proved highly popular. **Double Click Design** is a computer design and print service which produces leaflets, brochures and photographic cards and in January 2016 finally became a Social Enterprise independent of the council. However 2 support services staff continue to work within the business as a secondment arrangement.

Both services enable individuals to gain work based skills. They train alongside staff to gain both formal and informal qualifications within the work base and in community settings. People are encouraged to play a role in all aspects of the running of these businesses, via marketing, customer contact, administration, team meetings, driving vehicles etc. Informal peer support is practised within these schemes, with individuals teaching each other skills.

The transformation of Double Click Design into an independent Social Enterprise gives them more freedom to operate their design and print business in a way which will give people real work experience and provide an opportunity for trainees to undertake paid employment. The business has recently employed a part time trainee graphic designer who originally came to the workplace as a trainee/service user. It is hoped that there will be similar opportunities for others going forward.

Next Steps.

Staff team – 1 Community Living Officer, 2 full time and 2 part time Support Workers.

Next Steps provides support and guidance for people to enter education, training, voluntary work and employment. This involves the following:

- Courses in college or in the community ranging from key skills, to formal qualifications or gaining practical/vocational skills.
- Voluntary work, linking in with volunteer centres or directly with voluntary organisations to arrange placements.
- Employment placements and paid work, including work preparation such as writing CVs, interviewing skills, job searches, support to seek benefits advice and retention of existing employment.

Support can be provided whilst still receiving benefits and support from other services. Next Steps team works closely with other organisations such as Job Centre Plus, Careers Wales, the volunteer centre, and local universities and colleges.

Training Project – 1 full time support worker.

Linked to Next Steps is the training project, which specifically supports people to undertake educational opportunities via the Learning for Wellbeing Brochure. The training support worker role is to produce (in conjunction with Double Click Design) the quarterly brochure which contains training information from all Flintshire partners (including Mind, Unllais, FMHAS and Flintshire County Council Community Services Training Department). The support worker promotes these training events via the various mental health services and then assists people in booking onto and attending training. This year the support worker completed an assessor's award, which will allow her to tutor service users in completing units of the QCF. This valuable element to the

role has been recognised by the council via a commendation as part of the Flintshire Excellence Awards.

Community Living and Medium Support Team.

Staff team – 1 Community Living Coordinator, 1 full time Community Living Officer, 12 full time (4 of these employed by Medium Support Team) and 6 part time Support Workers, 1 administrator.

Community Living Support Workers provide one-to-one support to help motivate and encourage people in a range of activities designed to enable them to live independently within their own homes.

Support may involve enabling people to gain or regain confidence and skills in a variety of ways which include helping people with cooking and improving their diet, helping them to use public transport and to be able to leave the house, helping them to shop, budget and pay bills, helping them to access other services. Community Living and Medium Support Team provides flexible community based alternatives to residential care or long-term/frequent hospital admissions.

Intensive Support Team.

Staff team – 1 Community Living Co-ordinator, 1 part time Community Living Officer, 10 full time and 2p/t Support Workers, 1 administrator.

The Intensive Support Team enables people who need higher levels of support to gain or regain the skills and confidence to live safely and independently in their own communities. The support is specifically provided for people who have particularly chaotic lifestyles and have failed or are failing to maintain their accommodation and place in the community. These could be people who are returning to the community from hospital or other high level care settings, and the team also supports people who are wishing to live independently for the first time.

When the needs of an individual supported by the Intensive Support Team are reducing, the involvement of the team will be reviewed. It may be likely that the person will go on to be supported by the Medium Support Team or the Community Living Team if appropriate. Intensive Support Team also link closely with other support services (Social Links, work services, Next Steps) in order to ensure that the person's holistic needs are being met.

2.1 Statistics 2015/16

													2014/15	
Summary Community Living 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	92	86	90	88	96	97	99	98	97	96	101	103	95	101
How many have left service	1	9	2	7	0	3	3	4	1	2	4	1	37	31
Number of Referrals	1	3	6	5	8	3	5	3	0	1	10	3	48	37
Reasons for leaving service - Moved on to independence = 33 , Higher level of support needed = 1 , Alternative Support needed=1, Moved area = 1, Other = 1. Goals met = 35, part met = 1, unmet = 1														
Summary Intensive Support 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	42	41	39	41	45	46	47	46	43	47	46	44	44	37
How many have left service	3	4	4	2	0	3	4	3	3	1	4	6	37	28
Number of Referrals	6	2	2	2	2	3	4	2	0	5	3	3	34	30
Moved on to independence = 15, Moved area = 2, Individual's choice = 7, Higher level of care = 4, Never Engaged = 4, Alternative service = 2, Other = 3 Goals met = 19, part met = 10, unmet = 8														
Summary Next Steps 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	63	68	66	61	69	61	66	64	60	66	66	57	64	73
How many have left service	7	8	7	12	7	10	11	6	11	5	13	10	107	116
Number of Referrals	1	11	4	8	15	7	11	2	6	10	9	7	91	107
Moved on to independence = 26, Moved area = 2, Individual's choice = 39, Higher level of care = 3, Never Engaged = 28, alternative support = 5, Other = 4 Goals met = 22, part met = 52, unmet = 33														
Summary Social Links 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	70	69	73	78	82	80	80	73	75	66	72	74	74	69
How many have left service	1	8	4	4	10	4	5	9	0	14	2	1	62	57
Number of Referrals	7	7	5	9	15	2	5	3	2	5	6	3	69	38
Moved on to independence = 7, Moved area = 3, Individual's choice = 23, Never Engaged = 24, Moved to another service = 3, Other = 2. Goals met = 16, part met = 17, unmet = 29														
Summary Growing Places 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	33	31	31	30	30	25	25	25	27	26	26	27	28	28
How many have left service	0	2	0	2	1	5	0	1	1	0	0	0	12	10
Number of Referrals	3	0	0	0	0	1	0	1	0	1	0	1	7	9
Individual's choice = 6, Never Engaged = 3, Higher level of care needed - 1, alternative support = 1, Other = 1. Goals met = 3, part met = 6, unmet = 3.														
Summary Double Click 15/16														
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total	
Number of people on Register/Caseload:	14	14	14	15	14	15	16	18	18	18	N/A	N/A	14	14
How many have left service	0	0	0	0	1	0	0	0	1	0	N/A	N/A	2	8
Number of Referrals	1	0	0	0	0	1	0	1	1	1	N/A	N/A	5	3
Moved on to independence = 2, Goals met = 2														
												Total Referrals 15/16	254	
												14/15	225	
												Total Left Service 15/16	257	
												14/15	250	

2.1 Statistics 2015/16

During 2015/16 over 389 individuals were supported by the overall team as indicated by the support services database. Many of these people will have received a service from more than one of the specific teams included in this report. The above table shows the number of individuals open to each team during each month of the year. The green figures in the end column provide a comparison to last year's annual figures, with the red number indicating the average monthly caseload for 2015/16. The monitoring for Double Click in this format ceased after January 2016 due to them being independent of council service provision due to their new status as a social enterprise.

It can be observed that there has been a general increase in referrals this year but as reported last year, all teams have noted an increase in the level and complexity of the support required in comparison to previous years. This would explain the higher number of people being referred to Intensive Support Team. The decrease in formal referrals to Next Steps are probably accounted for by the huge increase in people attending the Learning for Wellbeing program, without being formally referred to Next Steps for training support (figures for which are outlined on page 15 of this report). Also, it should be noted that Social Links (in addition to the 94 people who were formally supported throughout the year) reported a further 53 individuals accessing the service informally via open access groups and drop-ins. This brings a total of 147 people being supported via Social Links in 2015/16.

The reasons for people leaving the service are written in red beneath each team's figures in the above table and the achievement of identified goals or outcomes are written in blue. Of the 128 people who were supported and then closed to the overall team during the period, 121 had their support plan goals fully or partly met (this does not include the people who were referred but did not begin engage with services). It can be observed from the Accommodation services that most people's needs as identified via the support plans were either completely or partially met at the point of moving on. Next Steps and Social Links both reported a much higher level of people leaving the service through either complete non-engagement or their own choice along with unmet goals. This is to be expected given the high level of referrals from Substance Misuse services which often bring challenges in terms of engagement with services. Often people may not be ready to undertake the more specific support of the team in assisting the person into social activities, education and/or paid/unpaid work. These teams have always in previous years reported a high number of inappropriate referrals which could again account for this.

The table below provides a snapshot of the number, age range and gender of service users open to support services at the busiest month of the year 2015-16 (August 2015 with 279). Lowest of the monthly figures this year were May 2016 with 257 people overall. The overall monthly average for the year was 269, a slight decrease from last year's average of 273. Again it should be pointed out that these figures do not include all of the individuals who attend drop-ins, open access groups and the training program.

2.1 Statistics 2015/16

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Statistics as at 31st August 2015		Total		Community Living	Intensive Support	Social Links	Next Steps	Growing Places	Double Click
Service users open	279		Service users active	96	45	83	69	30	14
Male	160		Male	52	21	47	35	27	11
Female	119		Female	44	24	36	34	3	3
Under 18	0		Under 18	0	0	0	0	0	0
18 - 24	19		18 - 24	5	3	4	8	2	1
25 - 34	34		25 - 34	7	7	13	13	3	0
35 - 49	111		35 - 49	36	15	34	32	10	6
50 - 54	37		50 - 54	13	8	9	7	5	4
55 - 64	48		55 - 64	25	5	13	5	7	2
65 - 74	17		65 - 74	7	5	3	2	2	1
75 - 79	5		75 - 79	2	2	2	0	0	0
80 - 84	0		80 - 84	0	0	0	0	0	0
85 - 89	2		85 - 89	0	0	2	0	0	0
90 and Over	2		90 and Over	1	0	0	1	0	0

3.0 IMPROVEMENTS/SUCCESSSES

This has again been a very successful year for the team as a whole in terms of delivering a service to a large amount of people in challenging circumstances given the financial climate. Double Click Design after much hard work and commitment became a Social Enterprise in January 2016 and the Team Manager of Mental Health Support Services was nominated and shortlisted for a Leading Wales award for her contribution in this. The winner will be announced at the forthcoming award ceremony in Cardiff in June 2016.

The year also saw another well received and unique Team Development Day. This was based upon the 5 ways to well-being. Recovery champions within the teams were asked to consult with their colleagues and produce a list of factors which contribute to people having a sense of wellbeing in their everyday lives. Based on this feedback it was decided that various organisations would be invited to the day to facilitate interactive sessions in a kind of “speed dating” format so as to promote some of the “ways to wellbeing”. The idea was that these could then be promoted in supporting others as well as in our own lives. A team member who is a past employee of North East Wales Wildlife in Rhydymywyn suggested that the team use the free facilities at the wildlife centre for the event. This she felt would highlight the importance of nature and the outdoors in helping people to achieve a sense of wellbeing. Thanks to NEWW and the glorious weather, the various sessions were held in both indoor and outdoor settings at the wildlife centre and groups of staff were able to take part in each of these sessions throughout the day. The sessions outlined below were provided by various organisations mostly free of charge:

1. **Take Notice** – *Slow down!* Recognising your own stress and how to manage it (Flintshire Mind).
2. **Connect** – *Join in!* Team building exercise – Geo-caching (North East Wales Wildlife).
3. **Be Active** – *Get up and have a go!* Yoga (Flintshire Local Voluntary Council).
4. **Keep Learning** – *Ask how, when, where and why?* Learning from the experiences of people with a diagnosis of Personality Disorder (Taith).
5. **Give** – *Share what you have.* Using coaching skills to benefit others (FCC Social Services Training Department).

3.1 Customer Satisfaction Feedback

The Mental Health Support Services survey has been devised in a way that attempts to capture whether the services provided have been delivered in line with the principles of Recovery. The opportunity is also provided for people to give any general feedback about the service or highlight any improvement areas. The questionnaire as usual will be sent out in June and responses will be added to this report once collated. Last year around 20% of people chose to respond to the survey. 85% of the questionnaires returned were named, this enabled managers to respond to requests for further support or to follow-up any other actions.

3.2 Recovery Outcomes

The team has devised an outcomes spreadsheet in order to more accurately record outcomes and achievements for people who have been supported by the services during 2015-16.

	COMMUNITY LIVING	INTENSIVE TEAM	SOCIAL LINKS	NEXT STEPS	GROWING PLACES	DOUBLE CLICK
Security / safety improvement to person's home put in place.	71	4	1	0	0	1
Person changed location in order to feel safe.	27	4	5	0	0	1
Person feels more confident and in control and therefore safer.	92	33	73	11	23	20
Well being of other family members considered with support.	78	14	2	1	1	0
Safety of members of the public considered with support.	28	7	4	0	12	0
Engaged with support as part of a programme of management of substance misuse.	17	5	22	4	0	1
Specialist housing advice accessed.	55	12	1	2	0	1
Tenancy obligations met as a result of support.	43	13	0	0	0	0
Appropriate accommodation identified with the person.	25	3	1	0	0	0
Acquired suitable furnishings and household goods.	19	12	0	0	0	0
Identified local services and facilities with the person.	52	24	85	0	11	8
Household budget and bills managed and arranged with the person.	57	18	1	0	0	0
Appropriate help and advice obtained regarding repairs within the home.	41	17	1	0	4	1
Routines to complete and maintain household tasks set up with the person.	56	29	0	0	0	0
Contacts established, and relationships built with others.	47	7	69	68	23	14
Existing relationships maintained with support.	65	16	39	4	23	17
Advocacy services accessed.	36	6	8	10	2	0
Correspondence completed with the person.	46	19	8	38	2	2
Identified and developed personal aspirations and areas of interest.	110	34	80	125	23	20
Social situations accessed, resulting in an improvement in self confidence in social settings.	94	26	72	30	16	13
Social support networks accessed independently as a result of support.	63	10	33	14	7	6
Identified transport options and confidence built in order to use transport.	49	16	38	7	11	6
Public transport used independently as a result of support	40	11	26	1	10	5
Benefits or debt advice accessed.	41	12	4	12	1	0

	COMMUNITY LIVING	INTENSIVE TEAM	SOCIAL LINKS	NEXT STEPS	GROWING PLACES	DOUBLE CLICK
Regular bill payments made by the person.	37	11	0	0	0	0
Bank accounts and payment systems set up with the person.	30	7	0	0	0	0
Management of personal finances where legal arrangements have been made.	8	3	1	0	0	0
Identified education and learning needs.	37	4	10	96	4	20
Learning opportunities accessed.	23	4	1	57	3	17
Confidence and ability to learn developed through support.	22	1	1	27	15	21
Identified skills, experience and interests.	81	11	52	127	24	21
Accessed specialist career and employment advice.	15	2	2	33	3	0
Engaged consistently and appropriately in work services.	7	0	0	7	24	21
Involvement in running of work services.	3	0	0	5	23	20
Accessed work experience and opportunities.	5	0	2	16	0	2
Accessed volunteering opportunities	5	1	2	40	0	1
Developed a CV.	4	0	1	32	0	0
Identified work and completed job applications.	5	0	0	28	0	1
Gained paid employment.	2	0	0	16	0	0
Retained existing employment with support.	0	0	0	10	0	0
Engaged with health and social services including (GP, Dentist etc).	80	41	4	13	24	1
Person is able to manage physical health problems as a result of support.	54	16	21	18	7	1
Home environment is appropriate to physical health as a result of support.	74	7	0	0	0	0
Addressed and managed mental health issues as advised by Mental Health professionals.	115	43	32	29	3	0
Accessed groups and organisations that may help mental health wellbeing.	56	17	63	30	8	7
Reduced likelihood of hospital admission or higher level care.	89	27	13	1	12	20
Home environment was appropriate to mental health needs.	77	13	1	0	1	0
Gained confidence to be able to shop.	68	28	2	0	1	2
Planned and prepared healthy meals.	64	15	0	0	1	1
Accessed leisure/fitness groups and services.	54	21	74	2	0	0
Accessed advice regarding healthy lifestyle options.	70	18	15	1	3	0

3.3 Individual Team Successes.

Social Links.

The great variety of activities currently being undertaken by people through Social Links indicates the level of choice available to service users within various locations. These are:

2x Walking sessions	3 x Snooker groups	2 x Swimming sessions
4 x Lunch groups	Pilates session	Golf session
Badminton sessions	Yoga session	Creative Writing group
Thursday Seniors group	Gym sessions	Fishing group
Cinema Group	Racquet ball session	Nature Reserve session
Cooking group	Kick boxing session	Tai Kwon Do session

It should be noted that in addition to the 94 people supported this year on Social Links' register, support was actually provided to 147 individuals in total due to additional people attending open access groups and drop ins. There are 5 drop-ins facilitated by Social Links around Flintshire and open access groups are: Football, Photography and "Khronos" History group (which is run by a peer volunteer). These drop-ins and open access groups have seen a general increase in numbers this year. Shotton and Mold drop-ins have for example had average numbers of 15 and 18, and 16 at the football session. A Swap Shop has been introduced at Mold drop-in and if successful this will be rolled out across the other drop-ins. People can bring in unwanted items and swap these with items that they may want. No money is required. It is hoped that this will provide volunteering opportunities for people who wish to be involved in the running of the "shop". With regards to the Photography group, a positive achievement is that Deeside Enterprise Centre have agreed to display a selection of photos that they have taken whilst out on their sessions. This has given a greater sense of purpose and a recognition of the talent of the individuals involved. The Football session this year has seen more participation by members of the wider community and has increased opportunities for people to socialise outside of mental health services. Individuals are now often included in arrangements to meet with group members at other times. Social Links' peer volunteers continue to assist in the running of these groups and have also gained further skills and opportunities. One has completed her Level Two Dietician and Nutrition Course and assisted with delivering Come and Cook courses. Another volunteer has grown significantly in confidence and now also volunteers for Kim for Him, taking a lead role in the group.

Social Links organised their annual snooker tournament involving the three snooker groups, this again encouraged people to participate in different sports like, pool, darts and snooker. The team also ran a summer Picnic in the Park Event at Wepre which gave people the opportunity to have taster sessions of various outdoor activities. The Social Links manager in November organised an Art & Craft Event, where many community organisations provided sessions of various craft activities. This was attended by 58 individuals, 26 of whom expressed a wish to access groups of this nature in the future. All of the above has been successfully achieved despite the team experiencing a number of staff changes and challenges throughout the year.

Double Click Design.

Further work was undertaken by Double Click over the past year in moving towards independence from the Local Authority. Double Click's formal transfer took place in January and since then there has been an increase in new referrals. Mental Health Support Services continues to provide two members of staff to the business on a secondment basis. As the council has a contract with Double Click to provide 15 training placements to people with mental health and substance misuse issues, Mental Health Support Services continue to oversee the referral process.

Each trainee has a personal development training program with a clear learning plan. This allows individuals to gain real work experience in a variety of tasks ranging from office based skills to computer graphic design skills. 6 individuals have received qualifications via Learn Direct courses, and this has helped them to grow in confidence. Double Click is currently liaising with educational establishments to further develop opportunities for accredited training. Double Click's specialism is in helping small businesses and start-up companies to craft a professional image to present to clients. Their customer base is gradually increasing and the team is now a mix of designers and trainees. They have been able to provide paid employment for one trainee but it is hoped that there will be further paid opportunities for individuals in the future. Recently Double Click were shortlisted to be involved in Asda Social Enterprise Academy, which provides learning opportunities in retail, marketing, product improvement and business development. Despite them not being successful on this occasion, the feedback received as part of this process was extremely positive and encouraging.

Growing Places.

Growing Places continue to develop their gardening service, along with providing opportunities for individuals to gain experience in using gardening machinery and a knowledge of horticulture. A link with the local college has been established and one member of staff has been working towards a qualification which will allow individuals to train in a work based setting.

In addition to tending customers' gardens in the community, Growing Places team have a number of regular contracts to maintain local grounds as well as to litter pick the whole area surrounding Rowley's Industrial Park. The garden furniture restoration project has been a success and provided meaningful occupation during winter months. Due to the recent advertising campaign this work will now also run through summer months with a steady flow of jobs. The increase in income has enabled the team to buy a number of new machines, and this has helped improve the quality of the finished work. Previously the team increased its outdoor area by obtaining a patch of land which was formerly waste ground. A wildlife garden and vegetable patch has now been developed there and the area has been aptly described as "an oasis of wellbeing"! The newly planted willow fence is now established and the poly-tunnels are being used to full advantage to allow hanging baskets to be produced early in the season. People have commented that this area is now a nice place to relax and enjoy lunch after a busy morning gardening or working on furniture.

Next Steps.

Next Steps supported over 100 individuals last year to improve their confidence, develop skills, attend courses and gain meaningful occupation through voluntary work and paid employment. They helped 2 people to successfully set up their own businesses, by supporting them in accessing funding and appropriate training. 33 people have accessed specialist career and employment advice with support. The team continues to build good working relationships with local businesses, which enabled one particular individual to start a placement opportunity and build in confidence, resulting in permanent full time paid employment. Job retention is a major part of the role at Next Steps, and regular contact has helped those who needed the support to stay in their positions. With ongoing support, 5 individuals have gained the confidence to enrol on college or university courses and are now in their second year. Volunteering opportunities have provided 40 individuals with invaluable experience. Some people only need a few support sessions to help them regain their confidence and have a meaningful role in the community.

In January 2016 Next Steps, along with Flintshire Voluntary Centre organised the "Get Set" event - an afternoon of activities and information from local organisations to help motivate and inspire people to get involved in the coming year. Many community organisations provided information stands. Activities included cookery demos, yoga and Welsh classes as well as holistic therapies provided by Coleg Cambria staff and students. Next Steps continues to develop partnership working, linking in with other organisations such as Scope, Remploy, FLVC, JCP, Communities First, Prince's Trust and so on. This has provided the opportunity for people to participate in some structured programmes, enabling them to have access to bespoke training and additional routes of support to assist them to move forward with their lives.

Examples of successes as provided by a member of the team are:

- *I supported a man for some years in a placement with a local maintenance company and who now has had a permanent full time paid job for over a year. Joint working with the company has made this a smooth transition for him and continues to be very supportive working environment.*
- *I am currently working with a woman who has started her new paid role in a mental health research program.*
- *One of the younger people I support has successfully gained a place at college in September on a full time course. Good links with the college has meant that support has been put in place ready for him to start if he requires it. He had gained confidence by accessing training through our Learning for Well-being brochure.*
- *One of the younger women I have been working with has now completed two years at Northop College and will be looking at roles in the community she can apply her new skills to.*
- *Two people are currently doing courses with the OU, one in Microsoft Excel and one has completed her Sage accounting level one exam and is awaiting to sit level 2. Next Steps helped to fund both of these courses.*

Training Support.

The training support worker continues to enable the promotion and attendance of learning opportunities to people with mental health problems and their carers via the Learning for Wellbeing Brochure. The role includes development of the brochure in conjunction with Double Click Design, networking with the various training partners and other referring organisations, creating and updating the Facebook page, and keeping information about demand for courses so that partners are able to respond to actual need. A major part of the training support worker role is to assist each individual to book onto and attend the courses and learning activities they have identified. The training support worker is now also a qualified QCF assessor. This valuable element to the role will allow people to have a recognised qualification if they wish.

Since 2013 to the time of writing this report over 400 individuals had been enabled by the support worker to participate in the learning included in the Flintshire Learning for Wellbeing program. This year the brochure was given a new, more modern design. From April 2015 to March 2016 the Training Partnership provided 60 courses and took 519 bookings from individuals to attend various learning opportunities. Actual attendances were 464, which amounts to almost 90% attendance rate.

The training support worker has provided examples of successful outcomes for individuals:

- *I supported a woman on her first course and she left half an hour later, unable to cope. We persevered and I carried on supporting her to attend various courses whilst she built her confidence. I then met her and walked into the venue with her until she felt confident about going to the course alone. She then went on a Cake Decorating course run by a local business, this had a massive impact on her because she discovered that she had a passion for this. Now she volunteers weekly within the business has learned new skills. The owner recently told me 'I don't know what I would do without her'. This woman has now gone on to undertake other volunteering opportunities and has built a portfolio of all of her certificates for future use. We are currently exploring the possibility of her starting the QCF Health & Social Care award.*
- *Following a Performing Arts & Music course 3 people have gone on to do a 20 week accredited course which finishes in June 2016.*
- *Feedback from one attender on the Mental Health First Aid course was "I really enjoyed the MHFA. It really helped me understand and be more aware of my own illness"*

In addition to the impact on individuals, the project has continued to involve other community organisations in helping to promote themselves, and in doing so working towards breaking down the stigma associated with mental ill health. An example of this is that a number of Nature Connections courses were run in conjunction with North East Wales Wildlife Reserve which were hugely successful and will continue into the next year.

Community Living and Medium Support Team.

The Community Living and Medium Support Team's focus is on supporting people in varied activities so as to assist them in managing and maintaining their own homes whilst being part of their community. This is vital in assisting people both in times of crisis and as a long term measure supporting their wellbeing and recovery. The following information illustrates the diverse nature of mental health problems experienced by people who are supported by this team. At the time of writing this report the team was supporting 112 people, 62 of which were males and 51 females. Their diagnosed mental health problems were as follows:

<u>Diagnoses</u>	<u>Males</u>	<u>Females</u>
Schizophrenia	41	10
Autistic Spectrum	4	0
Depression/Bi-polar Disorder	11	12
Anxiety Disorder	1	2
Personality Disorder	5	27

All teams have observed an increase in referrals in recent years for people who are experiencing complex issues associated with a diagnosis of Personality Disorder. Therefore the Social Services Training Department have agreed to fund a manager within the Community Living team to complete a postgraduate certificate in Personality Disorder at the University of Central Lancaster. This will be of huge benefit in that she has already arranged for a professor of the university to deliver free training to all support staff in the coming year, which will enable staff to more appropriately meet the needs of people with this diagnosis.

The Recovery-based focus of Mental Health Support Services has always ensured that support is based on "What Matters" to the individual receiving support. Here is an example which highlights this ethos particularly well:

"A young man was referred to CLT with a diagnosis of schizophrenia and severe social anxiety. He was unable to go out and function in his community due to this. One support session per week was put in place to encourage him to attend the gym and be re-introduced to social situations which he had previously enjoyed. He responded well to this support, building a positive trusting working relationship with the support worker. He was also able to begin to identify more challenging and meaningful goals for himself. He recognised that he was becoming more confident in attending the gym and began to attend independently during the week. During a support review he discussed wanting to further his independence and identified that eating and drinking socially was a major problem for him, he also wanted to explore using public transport and visiting busy areas. With support this young man has now attended a local football match, is able to travel more confidently on the bus and the train, he has begun to eat and drink in public and his confidence with this is slowly growing. He has also been able to shop in various busy locations across Flintshire. During a recent review he told us that he has built a stronger relationship with his friends and his relationship with his girlfriend is much improved. He has arranged to go to Alton Towers with his friends and plans to attend the Euro football matches this June."

Intensive Support Team.

For Intensive Support Team, the level and the nature of support varies greatly and so support is reviewed regularly and altered according to changes in circumstances. People may initially be supported more than once a day, seven days a week. The examples reported below give an idea of the intensive nature of the work conducted by the team, and how this often results in radical and highly positive changes for the person in them moving on to lower levels of support.

During 2015-16 Intensive Support Team supported a total of 61 individuals. Of these individuals, at least 11 people were supported to return home or move into new tenancies from long term hospital or residential care. Some people already living in the community were supported in moving into new tenancies and one person in particular was supported to move from an extremely unsuitable property to a new one due to safeguarding issues. Another person has remained in hospital for a very lengthy period and the team has continued to support her in a positive way despite considerable difficulties with engagement. At least 10 people will continue to receive long term intensive support to enable them to remain in their own home and local community. 15 people supported and closed to the team have now moved on to independence from services. 1 person moved to receiving support via Direct Payments and 2 people moved to a lower level of support.

Here is a real example of the work carried out by Intensive Support Team this year which particularly illustrates the responsive and person centred approach adopted by the team:

“When A is well she is very capable of managing her life and had been in employment until she became so mentally unwell she was admitted to Hospital. During these periods A becomes extremely anxious and tearful. She loses all her confidence and is not able to perform simple daily living skills such as preparing food or looking after her home. We started working with A within the hospital. We worked closely with her Occupational Therapist in setting small achievable goals and encouraging to assess her levels of anxiety and observe for herself, as they decreased when performing tasks. Following a period of intensive support, A is now coping extremely well independently in her own home. She is pursuing voluntary work and is going out regularly socially with friends. We will be closing her to the team next week. A has completed a Wellness Recovery Action Plan with us to help her to remain well. She has asked friends and family to let her know when they notice her triggers for becoming unwell and she will contact our service so that we can intervene and work with her at an earlier stage, so as to hopefully prevent admission into hospital next time.”

4.0 SERVICE USER AND CARER INVOLVEMENT

4.1 Impact of Welfare Reforms.

All teams have informally reported the negative effects of welfare reforms on service users, and support (particularly in Community Living Team) has often involved people being supported to attend appointments with the Citizens Advice Bureau and the Welfare Rights department as a direct consequence. Attendance at welfare updates training is ongoing, so that staff are able to signpost correctly in light of the reforms.

4.2 Service User Involvement.

The previous Recovery Focus Groups, as set up by the Recovery champions, have experienced an overhaul in the form of “Hear/Here”! The new focus group was set up in January 2015 and has been named and led by people who use mental health support services with assistance from some of the Recovery Champions. Hear/Here provides an opportunity for discussion and a forum to have opinions and views heard. The group has grown from strength to strength over the course of the year. Some interesting workshops have allowed for open discussion about mental health service provision in Flintshire and there has been an emphasis upon people setting up their own groups rather than relying upon services whose resources are being increasingly stretched.

Some key suggestions for 2015/16 were:

- Support with accessing the internet and building computer skills.
- Having challenging activities and organising trips/car pools with other people, independent of formal services.
- Utilising the skills of individuals through demonstrations and workshops.
- Improvement of service provision on bank holidays.

As a consequence of this feedback, use of internet and IT equipment has been introduced to some of the drop-ins and there was increased provision of drop-in sessions over the Christmas period. A “Surviving Christmas” event was organised to provide people with the tools to cope during what can be a very stressful and difficult time. An individual with skills in art ran an art journaling course which was a huge success and has been scheduled again for the coming year via the Learning for Wellbeing program.

Mental Health Support services continue to involve people on many levels, from the person centred nature of the support planning process, to introducing suggestions boxes at drop-ins, to involving people in the recruitment of staff. Work services also encourage people to assist their peers in learning new skills by passing on their own knowledge and experience within the workplace. Peer volunteers are increasingly becoming part of the staff team and the Chronos history group which was the first fully peer led group to be run as part of Social Links now has little input from the staff team. Support Services continue to liaise and work closely with the training partnership in order for people to be involved in the co-facilitating of training within Flintshire County Council. The Training support worker via the Recovery Education Brochure is promoting and supporting involvement through attendance on various training courses and also collates evidence to ensure that future training courses are commissioned in accordance with genuine need.

5.0 SERVICE DELIVERY

5.1 Funding Issues.

The service receives mostly core funding from the Local Authority with some health funding and Supporting People monies. A recent positive Supporting People Review of Intensive Support Team and Community Living Team has ensured that they will continue to receive this funding. As with all public and 3rd sector organisations currently, there is a risk of budget cuts. Therefore the service endeavours to continue to deliver a value for money service and tries to adopt cost effective ways of deploying resources. The service continues to provide a quality service within budget by utilising part time staff members to work additional hours and so on. This has sometimes been difficult and staff workloads have increased but this is testimony to the flexibility and commitment of the people who work within support services.

5.2 Waiting Times.

Briefly during the 2015/16 period it was necessary for Next Steps to employ a waiting list. This was due to a number of absences and changes to the staff team. This was avoided in other teams despite a general increase in support being required from referrers due to their own capacity issues, as well as there being a growing complexity in terms the nature of support needed.

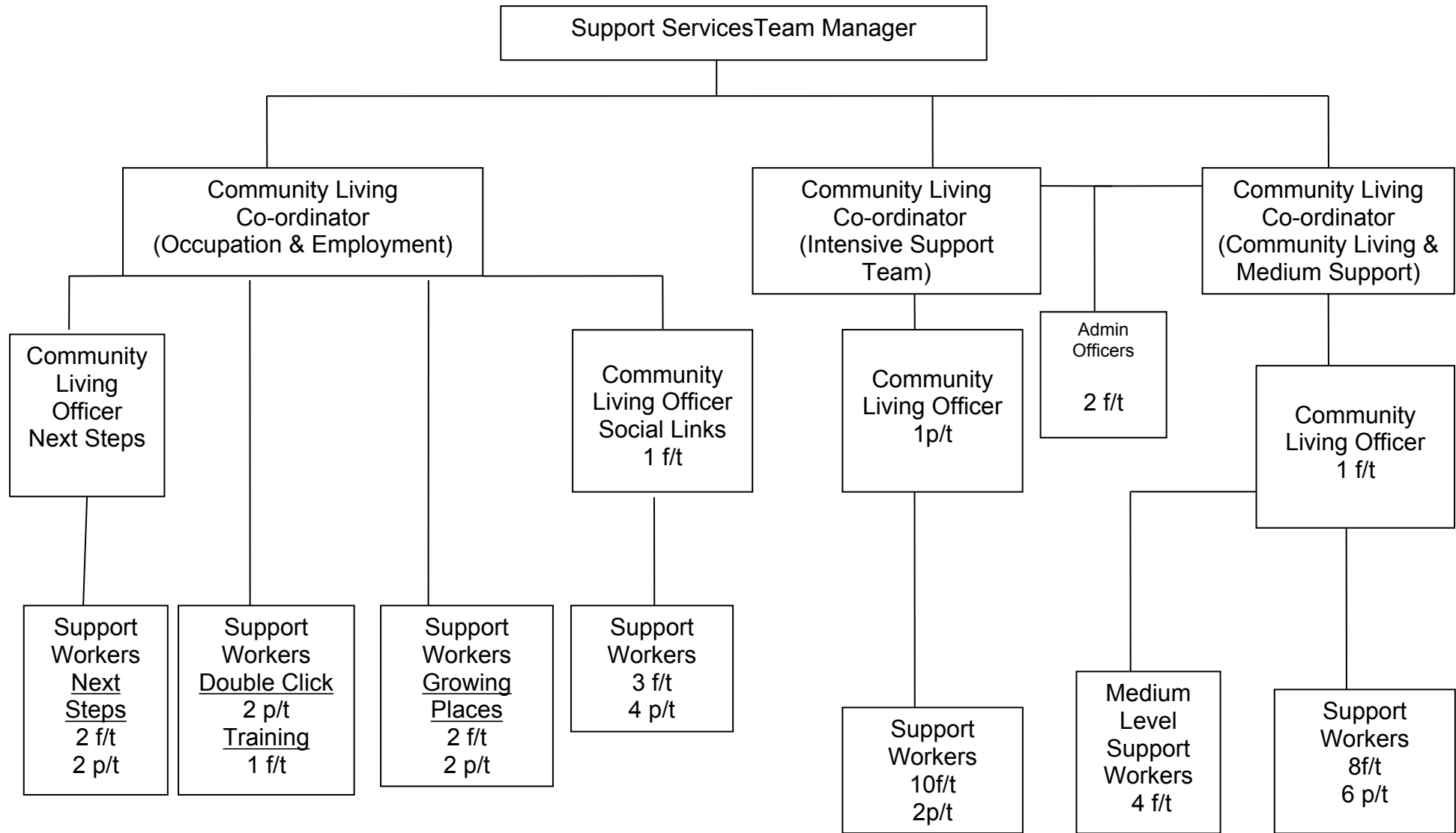
5.3 Unmet Need/Future Requirements.

As previously mentioned in this report, the level and complexity of support being requested is increasing. Referrals are allocated in accordance with level of need and s117 status under the Mental Health Act (duty to provide aftercare). It is vital that teams are kept adequately resourced in order to be able to deliver Recovery Focussed Support and to fulfil the duties of the authority as part of its' s117 responsibilities.

5.4 Compliance with the Mental Health Measure.

As part of the referral policy, the service requires a current Care and Treatment Plan in order to begin work with a service user. The purpose of this in part is to tie in with the support planning process, where the team works in partnership with the individual to set and reach agreed personal goals. These goals should already be broadly set out in the Care and Treatment Plan. Support Plan Reviews should take place in response to changing circumstances, but should be no longer than six months apart. The plan should also be seen as a live document which can be added to and changed.

FLINTSHIRE MENTAL HEALTH SUPPORT SERVICES STRUCTURE.





SOCIAL & HEALTH OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 27 June 2016
Report Subject	Council Fund Revenue Budget 2017/18
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer of Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the financial forecast for the 2017/18 financial year and presents the budget pressures and proposed efficiencies for Social Services for 2017/18 as the third and final year of the current portfolio business planning cycle.

The original forecast for the 2017/18 financial year, the third and final year of the current MTFs, set a likely 'gap' between the total spending requirement and anticipated income of £13.7M. The 'gap' is in effect the total which has to be found in efficiencies, service cost reductions, and income growth as part of annual budget planning. This forecast has been revised at regular intervals based on more recent budget developments at a national and a local level. The latest forecast presents, at this stage, a working 'gap' of £8.1M between the forecast 'gap' and the combined total of working corporate and service portfolio efficiency proposals of £6.3M. Cabinet has endorsed the developing portfolio business plans and corporate financial stewardship plans for early consultation with the Overview and Scrutiny Committees.

The Council has re-adopted a three part strategy of addressing the financial 'gap' each year:-

- Service Reform;
- Corporate Financial Stewardship; and
- Working with Welsh Government.

A presentation was made to Council on 14 June on the developing plans for the third part of the strategy *Working with Welsh Government*.

All Overview and Scrutiny Committees are being consulted on the development of the

Council Fund Budget for 2017/18 throughout the June and July Committee cycles. The Community and Enterprise Overview and Scrutiny Committee is also being consulted on the Housing Revenue Account.

The following tables and appendices are included within the report:-

Table 1: Revised Financial Forecast for 2017/18-2018/19

Table 2: Service Portfolio Business Plan Projections 2017/18

Table 3a and 3b: Summary of Social Services Portfolio Cost Pressures and Proposed Efficiencies

RECOMMENDATIONS

1	Committee comments on the Social Services Business Plan cost pressures and proposed efficiencies for 2017/18, and indicates its level of support for the proposals.
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REPORT DETAILS

1.00	Medium Term Financial Strategy 2016/17-2018/19
	The Revised Financial Forecast
1.01	The original forecast for the 2017/18 financial year, the third and final year of the current published MTFS, set a likely 'gap' between the total spending requirement and anticipated income of £13.7M. This forecast has been revised based on more recent budget developments at a national and a local level. Key variables within this initial forecast are the eventual local government financial settlement for 2017/18, local Council Tax levels, standard and non-standard inflation patterns, and emergent national and local cost pressures. The revised forecast as set out in Table 1 below shows a starting 'gap' between anticipated income and predicted cost pressures of £14.4m. A longer-term forecast has been added for the 2018/19 financial year to complete the three year picture.

1.02

Table 1: Revised Financial Forecast 2017/18-2018/19

	2017/18	2018/19
Expenditure	£m	£m
National Pressures	0.7	0.3
Local Pressures	6.2	1.6
Inflation	3.1	3.2
Workforce Pressures	4.1	0.7
Income		
Reduction in Revenue Support Grant	2.8	2.7
Council Tax increase	(2.5)	(2.3)
Projected Gap	14.40	6.20

Footnotes to Table 1:

1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5%
2. National and local pressures are working estimates based on latest information. The latest revision includes initial estimates of the sizeable increase in care sector costs, and insurance costs
3. Pay inflation is assumed at 1% for 2017/18 and 2018/19
4. Limited provision is made for price inflation
5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax Levy and the outcome of the Clwyd Pension Fund Actuarial Review
6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19
7. The initial 2018/19 forecast does not include the impact of any changes in social care transition costs or the longer term impacts of the Living Wage on Council workforce costs.

1.03

Any forecast can only be predictive based on the most reliable available intelligence, and working assumptions, based on past experience. This latest forecast is subject to change through the decisions of decision-makers such as Governments, the impacts of national fiscal policies, economic trends, and changes in supply and demand markets for goods and services in a turbulent global economy. National fiscal policy is subject to change as demonstrated in the most recent budget of the Chancellor of the Exchequer and the authoritative economic forecasts of bodies such as the Office of Budget Responsibility and the Institute of Fiscal Studies; local government in Wales has not yet been given an indicative financial settlement to work with by the incoming Welsh Government; unfunded annual workforce cost pressures compound year on year; significant unfunded cost pressures continue to build in the social care sector. There is a high degree of unpredictability in planning due to external circumstances beyond the control of the Council.

Meeting the Financial Challenge

1.04

The Council has adopted an MTFs which took a principled but high risk approach to finding solutions to the unprecedented level of budget savings to be found in 2016/17. Flintshire, as a relatively low funded council under the local government funding formula, and one faced with a funding 'gap' of up to £20M in a single year, had limited options to find solutions without

	<p>Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants) first forecast. The Council adopted a three part strategy of:-</p> <ul style="list-style-type: none"> • Service Reform; • Corporate Financial Stewardship; and • Working with Welsh Government.
1.05	<p>Without some reprieve over the level of national funding reductions the Council would have faced a position of having to withdraw key services (such as economic development and business support), closing local facilities some of which were at a mid-point of transition to alternative delivery models (such as leisure centres) and reducing funding support to mandatory services (such as education and social services). Such decisions would not only have been unsupportable by councillors and local communities alike but would have compromised the achievement of the Council's Improvement Priorities. Such funding reductions could possibly have undermined the ability of the Council to meet its mandatory duties in full. The Council was eventually able to set a balanced budget for 2016/17 through following this three part strategy, and with a higher level of risk-taking than in previous years. As is shown in this report support will be needed from Welsh Government for Flintshire in 2017/18 due to the size of the working gap between the forecast financial 'gap' and the combined total of corporate and service portfolio efficiency proposals. Other councils will be in a similar position particularly those with low funding per capita under the current Local Government Funding Formula.</p>
1.06	<p>Cabinet has since readopted this three part strategy. This will involve:-</p> <ul style="list-style-type: none"> • Continuing to reduce costs and increase income through service reform as a central theme of the service portfolio business plans; • Continuing to control and reduce corporate costs through careful planning and stewardship; and • Working with Welsh Government to maintain sufficient levels of national funding for local government and for Flintshire, reforming the local government funding system to give councils greater financial freedom and flexibility, and properly funding nationally set policies for services and welfare benefits which councils have to administer. A presentation was made to Council on 14 June on this ongoing work as part of the response to the report and recommendations of the Independent Commission on Local Government Finance in Wales.
2.00	Portfolio Business Planning
	Service Portfolio Business Plans
2.01	<p>The service portfolio business plans have been developed with options for the period 2015/16-2017/18. Based on current work there are supportable options with potential for a further round of annualised efficiencies, service cost reductions and income growth in the region of £6.3M as shown in Table 2 below. The total value of these proposals has reduced by £1.6M since the</p>

report made to Committee in April. This is a result of a detailed review of a challenge process on the acceptability and the workability of proposals, and their likely efficiency yield, and also through early engagement with Overview and Scrutiny Committees on specific service change options.

2.02 Table 2: Service Portfolio Business Plan Projections 2017/18

	2016/17	2017/18
Portfolio	£m	£m
Planning & Environment	0.413	0.205
Street-scene & Transportation	2.158	1.900
Social Care	0.838	0.690
Education & Youth	0.710	0.873
Organisational Change	1.272	0.943
Community & Enterprise	1.509	0.807
Corporate Services	0.855	0.903
Total	7.755	6.321

Footnotes to Table 2:

1. 2016/17, column shows approved budgeted efficiencies
2. 2016/17 efficiencies are budgeted as approved by Council. These are subject to in-year variation which will be reported as part of in year monitoring
3. The projected efficiencies for 2017/18 are subject to ongoing review and refinement

2.03 The majority of budget reductions continue to be made through organisational change, overhead and workforce cost reduction, and service modernisation and productivity. The ongoing service changes where there are impacts for the public, and consultation and engagement will be needed include:-

- The programme of school modernisation and reviews of primary and secondary provision;
- The school funding formula and levels of annual funding;
- Changes to social care models; cost recovery through charging and partnership contributions; entitlement and non-statutory service provision;
- Waste policy including household recycling centre provision and side waste enforcement; subsidised transport routes; the review of transport entitlement and operational policies e.g. school transport;
- Charging and cost recovery for services; and
- Minimum service provision and the 'core service offer' to local

	communities which could be supplemented by local community action and local income e.g. through town and community council contributions.
2.04	The business plan proposals are being shared with Overview and Scrutiny Committees for consultation through June and July. The proposals, both those which are internalised and have no direct impact on the public and those which affect service provision and do impact on the public will be shared in full with Committees for consultation. The latter only will be presented for public consultation.
2.05	As in previous years there will be risk to the achievement of proposed budget efficiencies, either because certain proposals prove to be unacceptable to the Council or the public in their recommended form or because of complexities in their practical implementation. The scope to achieve savings through collaboration with neighbouring councils is limited during a period of uncertainty over the probability of a reorganisation of local government. These limitations are both political and practical. Some of the business plans include pragmatic and beneficial service integration proposals for which support cannot be realised with neighbouring councils. This is a limiting factor beyond the control of Flintshire.
2.06	The portfolio business plans will continue to be reviewed and developed for future years including 2018/19 as the third and final year of the current MTFS period. The options for identifying further savings at this level, beyond 2017/18, are very limited. The scope for further savings through organisational change, efficiency, and charging within current legislative and national policy limitations, is reducing year on year.
2.07	<p>Under the Social Services Well-Being Act (Wales) the cap on charges for domiciliary care provision remain. In addition that Act brings a significant change in the charging framework for people receiving short term residential care. Under the new Act the basis for the charge for a short-term resident (i.e. a stay not exceeding eight weeks) is based on the regulations for domiciliary care. Domiciliary support fees are capped at a rate significantly less than the authority's previous short-term residential fee. It has been calculated that this will result in a loss of income of £96k per annum. The Act also makes it clear that local authorities cannot charge for social care services for children and young people.</p> <p>The Act does enable authorities to remove the income disregard between higher and middle rates of DLA or AA when assessing a person's weekly charge for domiciliary care. We are in the process of reviewing the potential impact with a view to developing a report on the options for consideration.</p>
2.08	The proposals for Social Services are set out in Appendix 1. These are summarised in Table 3 below alongside the service cost pressures.

2.09

Table 3a: Summary of Social Services Cost Pressures

	2017/18
Cost Pressures	£m
<u>Independent Living Fund (ILF)</u>	0.412
<u>External Care Provider Fees</u>	2.522
National Living Wage anticipated increase	1.876
Current Funding Shortfall 16/17	0.646
<u>Transition to Adulthood</u>	0.640
<u>Extra Care – Flint</u>	0.250
Total Social Services Cost Pressures	3.824

Footnotes to Table 3a**Table 3b: Summary of Social Services Efficiencies**

	2017/18
Social Services Efficiencies	£m
<u>Learning Disabilities</u>	
Consult on the potential to commission provision currently provided by In House Supported Living houses	0.075
Develop a 'progression' model for Supported Living	0.250
Develop alternative approaches to in house day services and work opportunity schemes	0.250
<u>Children's Services</u>	
Regional approach to advocacy	0.015
<u>Other/Generic</u>	
Increase uptake of direct payments	0.100
Total Social Services Efficiencies	0.690

2.10

The Social Services Business Plan has been developed within the context of significant changes in the demographic profile of people requiring support, particularly through early intervention to prevent/delay escalation of need and at the opposite end of the spectrum, intensive support for people/families with complex care and support needs. For example Flintshire's older population (+80) is predicted to rise by 23% in the next 4 years with the number of older people with significant health and social care needs predicted to rise by 22% during the same period (Source: Flintshire Residential Care Review).

Services are responding within the context of carers being older, with an increasing numbers of women are supporting both children and elderly parents (double dependency). We have very high numbers of vulnerable people living alone with limited support networks.

For children there are more child protection cases than 2 years ago and more looked after children. There are also vastly more adults abuse cases referred due to high profile cases and increasing awareness.

The Service Business Plan sets out a strategic approach to developing and changing the model of service provision with a refocus of provision based on:

- An expectation that support should be provided through universal or community networks, or through family and friends

The need for supportive, resilient communities and a vibrant voluntary sector is central to managing and meeting a level of social care needs. It is only when this support is not available that a person may become eligible for social care support. This will require a realignment of the expectation of what the 'core offer' is for supporting citizens.

- Managing Delayed Transfers of Care (DToC)

Flintshire has a good history of ensuring a low number of DToC. The strategy has been to develop timely responses both in terms of seeking to prevent hospital admission as well as facilitating timely hospital discharge. This is becoming increasingly challenging given the complexity and frailty of people's needs combined with limited capacity in the independent sector to respond to care packages that need to be set up within short timescales (recruitment and retention issues are discussed later). Flintshire is also in a unique position of working with 3 Hospitals (Wrexham Meallor, Glan Clwyd and the Countess of Chester). Each hospital has their own processes, information systems and patient flow.

Over the last 3 years it has been increasingly challenging to respond to this agenda. Flintshire's DToC performance remains comparatively strong but sustaining this level has been a challenge.

- Developing alternative models of support

Work has been undertaken to develop Alternative Delivery Models for specific learning disability services. These approaches are aimed at improving outcomes whilst at the same unlocking financial efficiencies to enable provision to be sustained, albeit in a different model, within a challenging financial context.

Extra Care is being developed in Flint with a commitment to develop Extra Care in Holywell. Funding the provision of support in Holywell needs to be finalised.

- Developing intensive support that prevents escalation and promotes independence

There is a need to develop a focused and intensive (edge of care) offer for children and young people that provides intensive family support to avoid escalation of difficulties, reduce risk of family breakdown and facilitate effective step down. This service model has the potential to avoid some costly out of county placements but requires financial investment to establish.

Each year there is a cohort of young people who move from Children's Services to Adult Services. On average there are 25 young people in this cohort each year. Traditionally, this cohort of young people have had intensive packages of support and we are working to develop intensive support that seeks to develop their and promote independence and, over time, reduce reliance on statutory support.

	<ul style="list-style-type: none"> • Responding to recruitment and retention pressures <p>Working in partnership with the independent sector and Health, we will be seeking to jointly respond to a growing concern about the ability of care homes and domiciliary care providers to recruit and retain competent workers. This includes a shortage of registered managers and qualified nurses.</p> <ul style="list-style-type: none"> • Responding to national financial pressures impacting on the cost of social care <p>The introduction of the National Living Wage (NLW) alongside compulsory employee pension schemes is currently estimated to be costing business an additional 1% on top of staff costs. This is set to rise to 3% by 2018.</p> <p>The impact of the national living wage is having a profound impact within the care sector with the majority of staff in the independent sector being paid close to minimum wage. Nationally, a Joseph Rowntree Foundation study has estimated that the increase in wage will cost the industry an extra £830 million a year.</p> <p>A European Court of Justice ruling in 2015 confirmed that time spent travelling to and from an employee's first and last job of the day is classed as work. This ruling relates to domiciliary care workers travelling between service users' homes, and the implementation of the ruling is being enforced by HMRC.</p> <p>In addition the cost of sleep-in support provided in community living settings, and as part of some domiciliary packages, fall within the remit of the NLW. This means that rather than paying a flat rate for a sleep-in employers are required to pay staff the NLW. This is increasing care costs and Providers are looking to Commissioners to fund the care provision. This is a growing financial pressure.</p> <p>In terms of Care Home fees North Wales Providers are stating that they will require significant increases in the current fees being paid by commissioners. The Council had to agree to an additional investment to meet the increases in independent provider care fees as part of setting the annual budget. As a temporary solution the shortfall for 16/17 of £646k, has been funded from reserves for this financial year only. The budget pressure remains unresolved for 2017/18 onwards and has been built in to the MTFS as a recurring pressure.</p>
2.11	<p>FCC are one of the lowest spenders per head in Wales in terms of Social Services expenditure and total gross revenue expenditure, and also in relation to the other North Wales authorities.</p> <p>In terms of the 2016/17 Welsh Local Government final RSG settlement, the standard spending assessment (SSA) for FCC was £1,643 per head of population, which is £90 (5.2%) below the all Wales figure of £1,733 per head of population. FCC's 2016/17 SSA of £1,643 per head is the fourth lowest in Wales with only Wrexham (£1,614), Cardiff (£1,588) and Monmouthshire (£1,535) having lower SSA per head of population.</p> <p>The impact of Flintshire being a low funded Council is highlighted when considering the percentage of total expenditure by authority on Social Services. The data shows that FCC is 12th highest of the 22 Welsh LA's</p>

	<p>and 2nd highest of the 6 North Wales LA's. However, it is important to view this allocation with the context of the gross revenue expenditure on Social Services (per head of population) for 2014/15 which shows that:</p> <ul style="list-style-type: none"> • Flintshire = £479 • All Wales = £541 • FCC are £62 per head below the all Wales figure (11.5%) • FCC are 19th out of the 22 Welsh LA's (4th lowest) • FCC are 5th out of the 6 North Wales LA's (only Isle of Anglesey are lower) • Conwy (£552) and Denbighshire (£548) both spend above the all Wales average
2.12	<p>Given that all portfolios have been expected to fundamentally review their priorities, operations, efficiency and cost within the three year business planning process, the Council has become acutely aware of the risks of change proposals, the public acceptability of major change, and the impacts on maintaining services which are sustainable and resilient. In support of the business plans, and as evidence for our case for the need for national funding support and relief as a 'low funded council', each portfolio is producing an evidential resilience statement and an efficiency statement as twin documents.</p>
2.13	<p>The resilience statements will cover the risks to Council priorities, mandatory duties, service quality and service sustainability should the Council have no option but to go beyond the efficiency targets within its current portfolio business plans. The efficiency statements will demonstrate the actual and comparative cost bases of services and their value for money.</p>
2.14	<p>The resilience and efficiency statements for the <i>Social Services</i> will be presented to the Committee at either its July or September meeting.</p>

3.00	RESOURCE IMPLICATIONS
3.01	<p>The resource implications of financial are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of review and debate.</p>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFs builds on the current approach which had majority member and public support in planning the 2016/17 annual budget.</p>

5.00	RISK MANAGEMENT
5.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2017/18. The appendix which sets out the specific portfolio business plan proposals for the corporate services includes commentary on risk.
6.00	APPENDICES
6.01	None

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>MTFS Parts 1 and 2 http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-1.pdf</p> <p>http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy-Part-2-September-2015.pdf</p> <p>2016/17 Council Fund Budget Report http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3508/Public%20reports%20pack%2016th-Feb-2016%2014.00%20Flintshire%20County%20Council.pdf?T=10&LLL=undefined</p> <p>MTFS Cabinet Report, April 2016 http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3574/Public%20reports%20pack%2019th-Apr-2016%2009.30%20Cabinet.pdf?T=10&LLL=undefined</p> <p>Contact Officers: Colin Everett and Gary Ferguson Telephone: 01352 702101 E-mail: gary.ferguson@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p>

Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

Office of Budget Responsibility: created in 2010 to provide independent and authoritative analysis of the UK public finances.

Institute of Fiscal Studies: formed in 1969 and established as an independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.

Independent Commission on Local Government Finance in Wales: established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.

Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.



SOCIAL AND HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 27 th June 2016
Report Subject	Annual Council Reporting Framework (ACRF)
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

This report presents the final version of the ACRF for approval by Members.

The report thanks Members for their valuable contributions to the Members' Workshop on the 19th May, 2016. The comments and observations from which have shaped the content of the final report.

RECOMMENDATIONS

1	The Committee review and accept the final version of the Annual Council Reporting Framework report.
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REPORT DETAILS

1.00	REVIEW OF THE ANNUAL COUNCIL REPORTING FRAMEWORK
1.01	Following the Members' Workshop on the 19 th May 2016, which provided confirmation of the content and design of the ACRF, the document has been written to reflect the comments made by Members.
1.02	The report is written in accessible language and is aimed to serve a number of informed audiences. The report also feeds into the annual assessment from CSSIW.
1.03	CSSIW's judgement also informs the Wales Audit Office Annual Improvement Report for the whole Council.
1.04	The ACRF guidance requires that we provide detail and evidence, but balance that with the intent that it be a public document. The report takes into account our responses to the challenges Social Services face whilst also capturing the strengths of current arrangements.
1.05	Double Click, our Social Enterprise design and print service has created a visually attractive and electronically compatible design which allows readers to access the report on PCs, tablets and other mobile devices.
1.06	<p>The report is divided into chapters aligned to the themes from the Social Services and Well-being (Wales) Act 2014, these include:</p> <ul style="list-style-type: none">• A Well Governed and High Performing Council• More Say and More Control• Smarter Commissioning• Well-being and Independence• Workforce• Stronger Safeguarding• Evidencing our Improvement

2.00	RESOURCE IMPLICATIONS
2.01	The priorities of the ACRF are aimed at delivering service improvements, improved outcomes and meeting local needs within the continued context of achieving challenging financial efficiencies and value for money.
2.02	The priorities identified within the ACRF will be delivered within existing resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Following the Member's Workshop meeting held on the 19 th May, 2016 the comments relating to content and design have been incorporated into the final version of the ACRF.
3.02	If Members accept the recommendation to accept and approve the final version of the ACRF it will be submitted Cabinet in July 2016 for approval ahead of publication on the 31 st July, 2016.

4.00	RISK MANAGEMENT
4.01	The ACRF is required to be published by the authority no later than the 31 st July, 2016.

5.00	APPENDICES
5.01	Annual Council Reporting Framework

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Jane Davies - Senior Manager Safeguarding and Commissioning</p> <p>Telephone: 01352 702503</p> <p>E-mail: jane.m.davies@flintshire.gov.uk</p>

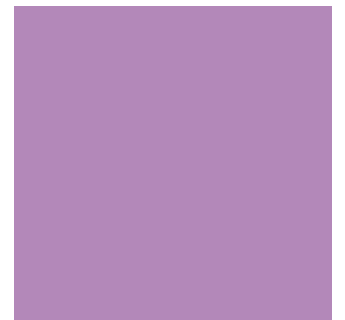
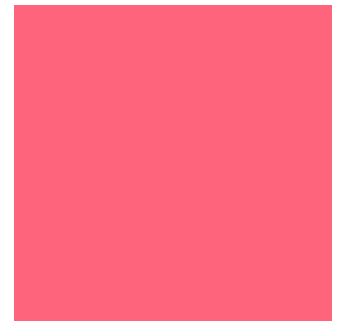
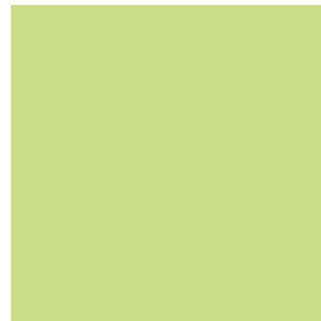
7.00	GLOSSARY OF TERMS
	<p><u>SSIA</u> Social Services Improvement Agency is a specialist team dedicated to supporting improvement and transformational change within the social care system of Wales.</p> <p><u>CSSIW</u> Care and Social Services Inspectorate Wales ensure that services meet the standards the public expect. They regulate and inspect services to improve standards of care in Wales.</p>

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Overview 2015-16

Annual Social Services Performance Report

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This document provides a summary of our annual self assessment. If you receive a service from us please let us know if you think this report is a fair description of your experiences. Your views matter to us and are crucial if we are to continue to improve what we do and deliver on our future priorities.

If you are reading this on the web then there are links (in bold) throughout the document if you want to read more about individual projects. For words underlined there is a glossary at the end of the document that may help explain unfamiliar words and terms.

We welcome your comments on the format of this report, particularly whether it includes information that is helpful and of interest to you in a suitable format.

You can write or email:

Neil Ayling,
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1st Floor, Phase 1
County Hall, MOLD
Flintshire CH7 6NF
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Introduction

This is our fifth and final Annual Report, final in the sense it will be different in the future, as we will have a new way of reporting for the new Social Services and Wellbeing Act. Personally I have welcomed this annual opportunity to reflect on the hard work and achievements of our staff and partnerships in supporting, children, families and carers of Flintshire.

Over the last year we have been on countdown to the Social Services and Wellbeing Act which comes into force on the 6th April 2016, representing a landmark time for social care in Wales. It is going to mean a change to everything we do in Social Services. Throughout this report you will read about things we are doing in readiness for the Act.

Gearing up for the Act, we recognized the need for a Senior Management structure fit for the job. Now in place, the model works in a different way, concentrating on the needs of families, with all Managers having a role both in Children's and Adult services. One great advantage of this being how Children and Adults services are now working much more hand in glove. People don't fit neatly into categories, and this structure gives us more flexibility, to respond in one coordinated way.

The Act also means us having a new conversation with people,



and this starts at our 'front door'. We want to know what matters to people. Then, working together, we want to find the right solution that will help improve wellbeing and promote independence. In last year's report we told you that we were building a Single Point of Access for adults, which is our response to the Act's requirement on us to deliver an Information, Advice and Assistance Service. You can read about the progress we have made, working with key partners to make this happen. We have also made changes to our operational structure in Children's Services. This new structure sees

Introduction

a new working arrangement at the front door of Children's Services which strengthens links with early intervention and improves the quality of our response to families.

The Act is an exciting opportunity for us to take forward services in Wales, and we in Flintshire have grasped this opportunity. As you will read throughout this report we are ahead of the game in our thinking and readiness despite the challenges we face. The budgetary position and the increasing demand with greater complexity of need places real challenges on our services and this continues to be increased, year on year. At both a Social Services and Council level we have had very significant community discussions and high public events, to share with people the big choices we face and to seek views. What is clear is the real support that exists for Social Services as a priority and a realism that the council needs to work well with communities and all partners to make the savings while maintaining quality. We have to secure efficiencies and have a range of approaches, which are not popular with everyone. Our approaches are set out in our business plan which we have been working hard to deliver during 2015. One proposal includes exploring alternative delivery models for our work opportunity services for people with learning disabilities. We do fundamentally believe that moving to alternative delivery models will help to protect and improve some services. We did report last year that we would make £2 million financial efficiencies in 2015/2016. We are pleased to report that we have achieved this by working differently to support people with learning disabilities, restructuring and changing the way we do business in Children's services, through better partnership working with health and with

more efficient and effective working across the whole service. We are fully committed to people and our partners being a part of shaping how we move forward and that is why we will continue to consult. People having a voice and control is important to us even when we know it will be difficult and challenging.

Our care sector is also facing considerable challenges due to a number of factors coming together. Namely the increase in demand for services as our population ages, at the same time, our care home and home care providers are seeing pressures on their businesses brought about by the impact of the National Living Wage coming at a time when there are also real challenges to Public Sectors finances.

Be reassured we are fully prepared to meet all our challenges head on and by working together, with the community, we will look for creative and innovative solutions. As Betsi Cadwaladr University Health Board's new area based structure for community health services becomes more mature we are confident of working effectively together to ensure that people leave hospital when they are ready, and that the community support needed is readily available. Moving services out of hospital into community setting is one of the Minister for Health and Social care's priorities.

We are increasingly working with the other local authorities in North Wales, reaping the benefits of pooling learning and resources. Within Flintshire our strong relationship with our third sector is vital as we need them to work with us to find solutions. Within the Council we have the corporate support to take forward the modernization of our services to ensure they are efficient and sustainable. The Council though remains fully committed to Social Care Services, and will not be shy for the challenges ahead. Finally we have supportive senior politicians and a loyal and creative

Introduction

workforce, who do their very best for people every day in Flintshire. I know this from the many complimentary letters I receive, the accolades, the awards and our positive inspections. New to 2015, our Early Years and Family Support Service won an Accolade in the 'Better outcomes through working together' category and we were endorsed as best practice in Wales in the Older People Commissioner's recent care home review, 'A Place to Call Home?'

Our Inspection report of Children Services, published in September, referenced that 'children's services in Flintshire are delivered by a suitably qualified experienced and competent workforce which is able to meet the needs of local children, young people and their families'.

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It has been a busy year, with some exciting and new developments. Such as WARM, a new project and unique to North Wales, which is supporting people recovering from drug and alcohol problems. We were delighted when Double Click finally became a Social Enterprise in 2015, providing paid work and training opportunities for people with mental Health problems, supportive of this new business we are pleased that Double Click agreed to design this report. We are really pleased that Sian, an employee of Double Click, will be sharing her story of recovery at our forth coming Annual Social Services Conference, which is apt, as the theme for this year is people are at the heart of everything we do. This year our Pride of Flintshire Awards took on a new look, with a revamped informal format that went down well and yet another successful event where we celebrated our Looked after young people. We have a new Safeguarding board with all services represented, as

safeguarding is everybody's business. We are incredibly proud to be the first Local Authority in North Wales to achieve dementia friendly status and this has happened in two of our towns so far, Flint and Buckley. There is so much more and we have been pleased to be able to witness and offer our support to some exciting developments over the year. Yet we are not complacent and know we need to do more to introduce further successful change, in a difficult financial climate, if we are to continue to support people well in Flintshire.



Neil Ayling
Chief Officer
Social Services



Councillor Christine Jones
Cabinet Member for Social Services

A Well Governed and High Performing Council

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Wiltshire continues to be a well governed and high performing Council. We have a strong Corporate Identity with a Chief Operating Team providing cohesive and professional leadership. We have a robust governance framework which includes a clear set of organisational priorities, a coherent approach to financial planning/management and an effective operating model for risk management.

Our governance framework for monitoring and reporting has been further strengthened this year by the adoption of a new Performance Management solution (CAMMS) which has assisted transparency, timeliness and the overall effectiveness of our performance and risk management approaches.

In addition to the organisational priorities, we have also developed three year business plans for each portfolio designed to protect front line services by reviewing options for alternative delivery models and reducing costs. This model of protecting the social business of the Council, whilst producing efficiencies is closely monitored by Programme Boards, of which Modernising Social Services Programme Board is one.

Arrangements for accountability and support include regular consideration of social services/social care issues at the Chief Officer Team meetings, the Modernising Social Services Programme Board that involves Senior Officers across portfolios, informal and formal Cabinet, Social and Health Care Overview and Scrutiny Committee and The Children's Services Forum.

Council Priorities

We continue to have a clear sense of purpose and direction; building on two of our shared priorities with our partners at County level and eight priorities for the Council itself. Last year we highlighted that Social Services would contribute mainly to 3 of the Corporate Priorities and here is a summary of the things we have done to fulfil our priorities (further detail is contained within the report):

A Well Governed and High Performing Council

Priority	Sub Priority	Impact
Housing	Appropriate and Affordable Homes	Improving the choice and quality of local housing
	Modern, Efficient & Adapted Homes	
Living Well	Independent Living	Enabling more people to live independently and well at home
	Integrated Community Social and Health Services	
	Safeguarding	Ensuring adults, young people and children are safeguarded
Economy & Enterprise	Business Sector Growth & Regeneration	Growing the economy and creating jobs
Skills and Learning	Apprenticeships & Training	Improving learning provision and opportunities to achieve better learner outcomes
	Modernised & High Performing Education	
Safe Communities	Community Safety	Keeping people and communities safe
Poverty	Maximising Income	Protecting people from poverty

Priority	Sub Priority	Impact
Environment	Transport Infrastructure and Services	Safely accessing employment, local services and facilities
	Sustainable Development & Environmental Management	Protecting our local environment
Modern and Efficient Council	Developing Communities	Supporting communities to become resilient
	Improving Resource Management	Front line services are efficiently and effectively supported

We work collectively as a Council across service areas to deliver on the Improvement Plan and Social Services has a key role in assisting in the delivery of wider corporate Council improvement priorities. During 2015/16 these have included contributing to our Asset Strategy with reductions in our office space and realigning services and locations to bring them closer to local communities. This is combined with using our Flintshire Connects facilities to deliver an increased scope of services and the plans underway to build a Single Point of Access (SPOA), a 'first contact right response' service for adults in Flintshire in need of support. Conversely, services from across the Council work to support vulnerable people and deliver priorities which impact upon the health and well-being of our local communities e.g. supporting resilient and active communities, keeping them safe through tackling impacts of poverty (debt and advice services and fuel poverty improvement measures) and increased provision of affordable homes and quality housing.

A Well Governed and High Performing Council

For 2016/17 Social Services will continue to contribute to the corporate priorities through the three sub-priorities under the 'Living Well' priority that Social Services is accountable for leading the delivery of:

1. Improving the quality of life through the promotion of independent living
2. Helping more people to live independently and well at home through integrated community Social and Health Services
3. Ensuring adults, young people and children are safeguarded

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Improvements related to the safeguarding sub-priority (number 3) within the Council's Improvement Plan have been made regarding a new Corporate Safeguarding Board, which is developing a range of support and awareness approaches for all areas of the Council.

Working Together

We continue to be proud of our longstanding track record of partnership working. The Corporate Assessment undertaken by the Wales Audit Office published in 2015 validated our position: "The Council has a track record of, and continued commitment to,

delivering services to the public in partnership and collaboration with other councils, public sector organisations, business and voluntary sector partners." We continue to value and treat our partners with parity, working to shared priorities with collective effort to get things done.

The Local Service Board (LSB) has continued to make good progress, refining its priorities to two from four, but retaining the Social Services and health care priority of "People enjoy good health, wellbeing and independence". The sub priorities under this heading have been given a refresh with specific focus on areas where partnership working will deliver added value to our communities.

We have also further enhanced our close working relationship with BCUHB. This year has seen us work together to reduce delayed transfers of care, improve response times for minor occupational therapy adaptations, and improve the quality of palliative care in Flintshire, amongst a range of other developments. We are hoping that the following year will see us secure a health resource within our Single Point of Access, and continue this strong relationship.

Engaging our Communities

As part of 'working together' we have undertaken an increased range of consultation and engagement events with our communities; specifically around the budget for 2015/16, but also concentrating on our priorities and focus on our values as a social business with public services at the forefront of our financial challenges.

A Well Governed and High Performing Council

This year we have undertaken a range of activities to engage the community within the development of services. With the co-production of carers services, further developments of direct payments, and consultation in supported living arrangements, along with a range of other examples contained in this report, we feel this year Flintshire's residents have more involvement in our social care services than ever before.

Resources

We have continued to make significant progress despite our resources being reduced year on year. Our projected 'gap' for 2015/16 started at £18.3m; from which a three part strategy was developed as our Medium Term Financial Strategy to bridge the gap: service reform; corporate financial stewardship and working with Welsh Government. The successful delivery of these three areas meant that the Council was able to set a balanced budget in February 2016 for the next financial year. Planning already for 2017/18 and beyond we are continuing with our ethos to protect front line services as our priority, whilst working with communities and Welsh Government to build resilient and sustainable services for the future.

Working with Members

This year social services have continued working closely with elected members, to ensure they can undertake their roles with the most information possible, regarding our services and the context they operate in. This year we have undertaken a variety of workshops to inform members on issues from corporate parenting, and the Social Services and Well-bang (Wales) Act 2014, to Loneliness and Isolation, and Dementia. Furthermore, our committed and experienced Social and Health Care Scrutiny Committee has met routinely to challenge and scrutinise the key agendas within social care in Flintshire.

More Say and More Control

In Flintshire we aspire to be the best at giving citizens more say and more control in their daily lives. This year Social Services have developed this further by investing in this ethos to ensure you, our citizens, have a greater say in the services you receive, and more control over their design and delivery. We have utilised a variety of methods in order to consult with our citizens over such services, which are included within the following chapter.

The Single Point of Access

The Social Services and Well-being (Wales) Act 2014 means us having a new and different conversation with people, and this starts at our 'front door'. We want to know what matters to people. We want to hear about their skills and abilities, the important people and community places in people's lives. Then, working together, we want to find the right solution that will help improve well-being and promote independence. In last year's report we told you that we were building a Single Point of Access (SPOA), for adults in need of support, this being our 'front door'. Our first step in April 2015 was to move our First Contact, Intake Team and Social



Work Reablement into Preswylfa, Mold (a Health Building). This was followed by our Falls expert and Third Sector Coordinator, with Care and Repair joining the team two afternoons a week. We will become a fully-fledged SPOA when health input is confirmed, confident that it will be this year. This will be the point when you will hear about SPOA, as our new service in Flintshire to deliver on the duty placed on us, by the Act to deliver Information, Advice and Assistance to coordinated health and social care.

38
Days

Average waiting time for Occupation Therapy

A service that is all about 'First Contact Right Response'. Having the Intake team in SPOA has reduced the time people have to wait for some services such as the bathing clinic and pieces of equipment. This ability to provide a quick response within 1 to 2 weeks has been maintained for 12 months. Rapid Interventions to support

More Say and More Control

independence have also reduced the impact of increasing demand on our longer term Locality services. Our partnership with Flintshire Voluntary local Council (FVLC) is vital to the success of SPOA. The SPOA third sector coordinator employed by FVLC who is part of the team is playing a key part in strengthening team knowledge and linkages with the Third Sector and community. You can see how by reading about Elsie;

Case Study - Elsie

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Elsie is 83 years old and lives alone, she is partially sighted and profoundly deaf. Her son Martin, who works full time called SPOA as he was worried about his mother after she had recently fallen. Elsie hadn't been out of the house for over 2 years, has no friends or friendly neighbours. She used to enjoy dancing and singing when she was younger but after her husband past away she stopped going out. Elsie found it difficult to engage in previous hobbies, due to her impairments and lack of networks. However she expressed a desire to make a friend and possibly socialise if she could get out and about. Martin has been providing support with shopping and cleaning, but his working schedules have made this difficult.

Elise was referred to the third sector coordinator for third sector

support by another member of the Team, and a home visit was arranged. The third sector co-ordinator talked through Elsie's difficulties, and suggested a few ideas to her and her son. As a result Elsie started work with the third sector Reablement worker taking short trips into the garden and Hearing Loss organisation sorted out her hearing aids so they worked properly and other hearing support aids were put in place (doorbell, telephone).

Martin arranged for the shopping service and meals on wheels. For himself, Martin contacted the carers organisation and now feels he has 'somebody to talk to'. A web link was obtained for a Scrabble set made especially for people with a visual impairment, which Martin purchased. Elsie also obtained large screen mobile phone she is able to communicate through text message to the third sector coordinator's mobile phone, hence contact was maintained without need for home visits. Elsie is now considering joining a hearing loss support group and is working with the Officer to achieve this.

DEWIS Cymru



Dewis Cymru

Have choice and take control

Our SPOA relies on having up to date information

about local community resources. The answer is DEWIS Cymru, a national website and the place for information about wellbeing, in fact a useful tool to help everyone find their own resources within the community. With our health and third sector partners we have worked really hard over the past year to ensure that there is plenty of useful information about Flintshire for you. **Take a look.**

More Say and More Control

Engaging and listening to our Looked After Children

The voice of the child is at the heart of what we do, and we need to continuously ensure that we listen to, hear, and act on what children and young people are telling us.

We have a well-established Participation Forum that provides an important opportunity for looked-after children to meet together to share experiences and speak out with a group voice about their care and aspirations. Over the past 12 months the Participation Forum has grown from strength to strength.

The group has actively engaged in various activities, such as;

- Meeting with the Children's Commissioner for Wales to discuss the future of her role
- Creating a DVD for Foster Carers to have a better understanding of what being in care is like
- Rapping about online safety and reviewing social services documents to make them more child friendly

The Forum members have shared their thoughts and feelings about their educational experiences which has contributed to a new Welsh Government Strategy document 'Raising the ambitions and

educational attainment of children who are looked after in Wales'.

Here are some quotes from the members on what they think about being involved in the Participation Forum:

"Its about changing the perception of people in care"
"Everyone is treated equally"
"We contribute to events and services within FCC involving children in care"
"Raising issues that are important"
"Help to improve people's lives"
"It helps to boost your confidence"

Work is being undertaken to support young people to have a greater role in the Children's Forum, both in terms of the focus of the work program and their engagement at the meetings. Positively, recent issues raised by young people through the Children's Forum have helped shape priority actions that are now contained in the Council's draft Improvement Plan for 2016/17.

Pride of Flintshire

Again this year we hosted our Pride of Flintshire Awards, which celebrates the achievements of children in foster care and young people who have recently left care and are still being supported by the social work teams; over 100 looked-after children and care leavers attended



More Say and More Control

the event. Everyone enjoyed the bouncy castles, rides, ice-cream, singing performances from Princesses and the looked-after children themselves, face-painting, a disco as well as receiving their certificates and trophies! Take a look at our photos...

The Children's Commissioner for Wales Professor Sally Holland opened our event, along with the Chairman of Flintshire County Council Councillor Ray Hughes, and on Twitter she said: "Pride of Flintshire was a fun, warm, child-centered event celebrating great achievements by looked-after children – congratulations to all".

Page 88 Giving People Greater Control of Their Care

Last year we said that we were building on the success of our direct payments scheme and developing new initiatives that would support an increasing number of people to gain greater choice and control over their lives and the support they need. So, what have we done?

We have:

- Once again increased the number of people receiving direct payments
- Prepared for the implementation of the Act, and have supported Welsh Government in the development of regulations, codes of practice and practice guidance.

- Worked on a new direct payments policy and practice guidance that fits with the Act
- Made changes to make our scheme more efficient and accessible, which includes a new direct payment card scheme, a far less onerous way for people to manage their money. This will help support the expansion of the scheme moving forward.
- With local direct payments recipients supported the Care Council for Wales to develop and implement an online toolkit for direct payments employers. Flintshire County Council also hosted the launch event.
- Focussed on promoting pooled funds as an efficient way for people to meet their shared needs collaboratively and efficiently.
- Worked very closely with a number of people with learning disabilities, their networks and support provider to use direct payments as a basis for a highly innovative and progressive model of supported living.
- Continued to work with Personal Assistants and direct payments recipients to explore the potential for cooperatives and micro enterprise.
- Updated our public information to ensure that people receive high quality, timely information and advice in a variety of formats
- Developed an induction programme for Personal Assistants, in recognition that we need to invest in this part of the social care sector to ensure that they are highly skilled and given opportunities for personal development.

More Say and More Control

Gateway to Independence Scheme – Orchard Way

This year has seen us partner with three young men, and their chosen provider, to develop a new model of supported living aimed at supporting increased independence, a positive risk enablement culture, greater use of available technology, and support that is tailored to individual learning and development needs. We have utilised a property for intensive learning and skill development, which implements individual strategies to achieve personal outcomes, while enabling the tenants to continue a stepped approach to living independently.

The three gentlemen have been supported to commission a support provider using pooled direct payments. A partnership has been maintained throughout. This has seen success with the tenants developing skills, abilities, confidence and independence in a wide range of key areas, to significantly reduce the package of care they require

We have also seen success for the providers who have been enabled to challenge traditional support methodology, risk management processes and approaches to enablement. Additional benefits to the approach have included a highly motivated and involved support team and a change culture within the organisation locally. The provider has committed to rolling out the support ethos to their other North Wales Schemes.

Individualising Supported Living

Flintshire County Council currently provides support to vulnerable people within their homes. This 'Supported Living' service provides support visits and overnight support to more than 50 people in around 20 separate properties across Flintshire.

However it's our aim to transform the way we deliver this service, developing more flexible and person centred models of support, while delivering on the requirement to make financial efficiencies. To do this we have consulted frequently, through events and meetings, with supported living residents, their families and support groups to ensure those who matter are central to the reshaping of our approach.

We are now inviting external providers to present proposals for providing commissioned supported living services in 5 of the existing houses. As part of a collaborative approach, service users, families and other key stakeholders will play a key part in the selection of one or more provider.

Enhancing People's Say in Day Opportunities

Flintshire County Council currently provide a range of day opportunities for people with learning disabilities, include respite care at Glanrafon day centre, work opportunities in six small business environments in Flintshire, and job finding and coaching for service users in



More Say and More Control

commercially supported placements. To meet the demands of the current economic climate, alternative delivery models are being considered to transform these services. This year we have engaged with service users and providers in a number of consultation events, to inform us on stakeholder views and ideas on agendas such as a new site for our day respite service.

Crèche Service

The Flintshire Crèche Service has continued to provide quality professional childcare to vulnerable families. In partnership with the Learning Start and Families First, the Crèche service enables parents to attend training courses that will in turn increase their knowledge and skills in preparation for further training or employment opportunities and good parenting.

There is potential for the Crèche service to develop and expand, to meet an increasing demand. Initial plans and proposals are being prepared to explore this opportunity, with a focus on the

development of a social enterprise business model, supported by local and national funding opportunities.

Welsh Language

Flintshire has continued its programme of work to strengthen Welsh Language Services in Social Care in line the Welsh Government

framework '**More Than Just Words**'. This year we have advanced our training initiatives and included information regarding the active offer into all induction packs. We have developed a Welsh Language reminiscence resource for people with dementia and held a number of activities in various communities to raise awareness about the importance of Language in Care. Moving forward we are looking to further enhance welsh language services internally and in the third sector, ensuring a consistent approach across all services. We are also working on devising a strategic Welsh and Equalities Development Group to lead on Welsh Language across our organisation.

Our Priorities for 2016/17 for Giving Citizens More Say and More Control:



Confirm Health input into, and properly launch our Flintshire SPOA



Be the best at finding out what really matters to people through personal outcomes.



To select supporting living providers in collaboration with stakeholders



To develop an engagement strategy to expand the way we seek the views of Looked After Children, to inform service development and how we evaluate performance

Smarter Commissioning

In the current economic climate, with increasing demand for services and reducing budgets, we have learnt to be smarter in the way we organise and deliver services. Flintshire County Council has adapted its approach to the commissioning of services to work closely with families, carers, service providers and health boards, to collaboratively come up with ideas that will allow us to use our resources more wisely, while ensuring the continued delivery of quality services.

Re-modelling dementia services

The Flintshire integrated Health and Social Care dementia action plan has continued to take forward key themes and here is a flavour of the work that has been taking place over the last year on our dementia road.



1. Your Dementia Friendly Community

- Flint and Buckley recognised as the first towns in North Wales to achieve "Working towards Dementia Friendly" status
- Community drama event to raise awareness in 3 localities across Flintshire
- Arts and Dementia activities at Theatr Clwyd through "Art in the Armchair" and "Lost in Art"
- Creation of 'Never Ending Story' in Community location with intergenerational work taking place at Flint High School
- Creation of a Dementia Choir in the community



Dementia Road

2. Living at home and living well with dementia

- Person centred care programme being rolled out in care homes across Flintshire with support from Helen Sanderson associates, work also taking place with 8 domiciliary care agencies



3. There might be a time in hospital

- Art in hospital programme for people with Dementia available in acute hospital settings and pilot of electronic technology designed for people with Dementia
- Investment in Dementia training for all BCUHB staff



Smarter Commissioning

4. Deciding about long term care and accommodation

- Developing a "Welcome Pack" for all people admitted to a care home in Flintshire so that everyone can be clear about what good care should look like.
- Increasing opportunities for people with Dementia in care homes and extra care to engage with them and participate in new activities through Flintshire's Dementia Voucher Scheme.



Role out Dementia Friends training in communities across Flintshire to raise awareness and encourage businesses and services to support people and their carers living with Dementia.



5. Carers, Family and Friends

- **Dementia café's running in Mold, Flint, Buckley, Mostyn and Holywell**
- Carers education and training in Dementia rolling programme by NEWCIS



6. Your Public Workforce

- Introduce a Dementia Friends award for local Business and Services
- Dementia Friend training for elected members and local businesses

Dementia Road

Smarter Commissioning

Commissioning in Children's Services

We have a range of services that seek to avoid the escalation of difficulties and reduce risk of family breakdown. These services are enhanced by services we commission from the voluntary sector. Over the



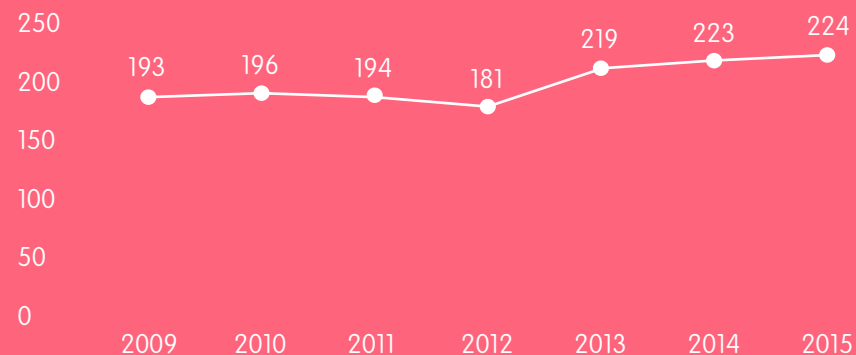
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last two years we have had to work closely with our voluntary sector partners to deliver significant savings which has developed a much tighter focus on the type of support they can be offered. During 2016/17 we will need to develop our commissioning intentions for services that prevent escalation/facilitate effective step down.

Achieving permanency for our Looked After Children (LAC)

Over the last 7 years the number of LAC has steadily increased in Flintshire from 193 in 2009 to 224 in 2015; the overall increase in the number of LAC is consistent with the national picture across Wales.

It is important to note that whilst our LAC numbers have increased in Flintshire they remain below the Welsh average at a rate of 69 in Flintshire compared to a rate of 89 in Wales. Reducing the rate of LAC in Wales is a stated priority for the Minister for Health and Social

Numbers of Looked After Children



Services. Flintshire is well placed to respond to this agenda with a rate closer to that for England (60) than the rate for Wales (89).

When children and young people enter care there can be a risk of losing regular contact not only with family members but also with friends and other significant people in their lives. The new Act seeks to achieve greater stability for children by increasing the choice of placements locally, supporting continuation of important relationships and school life, and finding the right permanency solution sooner. In Flintshire, we always ensure that there is careful consideration to the appropriateness of placements whether through kinship care, fostering, Special Guardianship arrangements or residential care. It is the case that these placements aren't always within the Flintshire border.

In Flintshire we are fortunate that we have a good fostering service that attracts carers from neighbouring authorities who prefer to foster for Flintshire. We currently have 16 children and young people supported by Flintshire foster carers who live outside Flintshire. We also have 13 children and young people who are living with a relative

Smarter Commissioning

outside the Flintshire boundary. The decision to make placements outside Flintshire is not taken lightly and we work closely with Education to ensure that school and college links can be maintained.

In 2016/2017 we will start to explore the range, type and intensity of services/support that would need to be in place if we wanted to minimise the need for specialist out of county residential placements. To inform this work we will undertake a comprehensive analysis of our LAC profile including service needs and gaps, allowing us to develop potential service models for supporting our LAC population in local settings.

Working with Page 89 Young Carers in the Community

We at Flintshire highly value not only the role of carers, as a form of a preventative service themselves, but also the knowledge and experiences they can contribute when developing a service.



Over the past year Flintshire has been developing a new Young Carers Strategy, working closely with our young carers and third sector partner to develop a single comprehensive young carers'

service that is responsive to local needs and circumstances and encourages independent, happy and healthy young people. A core function of the service is to ensure young carers and adult young carers are connected with universal services and groups which are aligned with what matters to the young person, this will include health, leisure and youth services. This core function will receive specified families first funding and will be supported by FCC Youth Services prioritising young carers within key youth service strategies.

- Within the strategy we have worked with the Youth Service, Health Colleagues and third sector partners to develop an outcome focused action plan that has been based on the feedback that young carers provided to us.
- The new Strategy has an increased focus on ensuring that the young carers health and wellbeing is supported, promoted and maintained, enabling the young person to feel confident and able to continue to care and maintain their own health and wellbeing with reduced support from services.
- This strategy has initiated a number of changes to ensure the service is effectively supporting young carers to become confident, independent young people who can access sustainable networks of support rather than targeted services. For example we have established a new outcome focused assessment process, which follows a 6 week Programme of support entirely based on what the young carer wants to achieve. There is a new outcomes framework that the young carers strategy group our working to achieve and a new reporting process to support this mechanism.

Smarter Commissioning

Co-Production

Over the coming year we will continue to work in co-production with our partners to achieve the outcomes that are outlined within the new strategy. We will be monitoring these outcomes via the carers strategy group where we will be able to determine the effectiveness of the changes that have been made and further develop the service to ensure it is meeting the needs of our young carers and young adult carers in Flintshire.

In regards to carers of all ages, we have invested more in co-production to ensure we are utilising our carers expertise and knowledge appropriately. We worked closely with current providers, via the carers strategy group, in order to identify the key priorities we need to be focusing on, and asked local people to vote on the importance of these priorities whilst giving feedback on current services. We also held an open event for all to attend, to talk about the current financial climate, begin an information sharing process, and review our priorities for services.

Co-Production Disability Services

Since the introduction of the Social Services and Wellbeing Act 2014 Flintshire has also been using a coproduction approach to align existing disability services to key provisions outlined in the Act. It is our intention that by working closely with providers and citizens we will ensure that we fully understand the needs of people in Flintshire and that the services that are available to them are fit for purpose

and future proof, moving us forward from historical arrangements to outcome based commissioning and person centred services.

The essence of the Act is about democratising services and rebalancing power between people and professionals. Flintshire is committed to continued improvement and will work to embed coproduction into our processes over the next three years, ensuring that “Nothing about Us without Us” is at the heart of what we do.



Bridging the Gap Respite Scheme

Bridging the Gap is a respite scheme that Flintshire County Council developed in partnership with NEWCIS (North East Wales Carers Information Services). Its aim was to move away from traditional respite arrangements of fixed hours and days, and offer a more flexible that service that allowed carers to fit respite hours to where they really need them. Carers are allocated a voucher, after a carers needs assessment, in which they can choose a provider to deliver respite care at the time they most need it.

The scheme is growing year on year, with an additional 303 carers receiving a service in the last 10 months, at a much lower cost than previously. The numbers demonstrate how the scheme is a great example of working together with a voluntary organisation to increase the scope of a service, and maximise efficiency.

Smarter Commissioning

303

Additional carers receiving a respite service from Bridging the Gap

Six Steps End of Life Pathway – Joint Commissioning with BCUHB for Innovative Partnership

Flintshire County Council has been working in partnership with Betsi Cadwaladr University Health Board to support staff working in nursing and residential homes in Flintshire to improve their understanding and skills in managing residents who are palliative or who have been placed on an end of life care pathway. The Six Steps to Success programme has been hugely successful and the third cohort of residential homes is well on its way to programme completion. The programme aims to prevent the need for people living in residential care settings to move from their home, with staff who know them, into a hospital setting, which can be a long way away from families and friends. The programme has seen considerable success indicators to date, including a big reduction in the number of unplanned admissions of older people from care homes to hospital, a large increase in advanced care planning and improvements in staff knowledge and confidence.



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Palliative Care Champions across 18 care homes and 2 extra care facilities in Flintshire

Helen Sanderson "A Place to Call Home...Delivering What Matters?"



Flintshire County Council this year have taken part in Working Together for Change with Helen Sanderson Associates, which is a 8 step programme that aims to inform strategic planning and commissioning by analysing person-centred information from individual reviews, support plans or person-centred plans. We

Smarter Commissioning

recently conducted a workshop is part of this process which will involve clustering information into key themes, before analysing the information, looking at what is working or not working and why. This analysis can then be used to formulate an action plan to address highlighted considerations. This was done in conjunction with managers of independent care homes to consolidate the methodology behind this approach, and it is intended the workshop will be repeated to include a wider variety of stakeholders and include better person centred information. Independent managers also expressed desire to complete a similar exercise individually within their own homes, in order to get richer feedback from residents about what really matters to them.

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Working Together For Change

We recently held an event at one of our Care Homes in Holywell that involved people who lived in the Home, their family members and

carers as well as staff working at the Home and Commissioning Team members.

We looked at what works well as what's not working as well as what people would like to see changed in the future. We had lots of rich information about what it feels like for people living in the Home and with their involvement we prioritised the top three things that needed to change to improve their wellbeing. An action plan is now being developed to make sure we fix these things over the next year.

Commissioning Priorities for 2016/17:

- To develop alternative models of working in Children's to reduce the need for Out of County specialist placements
- To develop key strategic partnerships with specialist providers, for example Action for Children to strengthen our preventative services.
- To transform Learning Disabilities and Day services
- To embed person centered practice in care homes across Flintshire and role out a similar programme with domiciliary care providers
- Embed the Progression Model across all service areas
- To continue to co-produce services with citizens, communities and providers in order to build supportive communities for the future

Promoting Well-being and Independence

Over the past year Flintshire County Council has sought to focus promoting well being and in particular by asking people "what matters" to them. This has been done while continuing to promote independence, allowing individuals to maintain control over their lives whilst receiving support as and when appropriate. We have embedded this approach across all service areas, from Children's to Adults', Substance Misuse and Mental Health services. Here is just a flavour of what we have done during the year;

The Spotlight on WARM

Wellbeing and Recovery Matters (WARM) is a unique project to North Wales, delivered by our Flintshire Substance Misuse Service. It offers people a next step in their journey of recovery, and into

independence. Supporting people to find and develop coping skills and build their own recovery wellbeing pathway, the project is all about what matters to the person. It is a new approach, based on trusted therapies and outcome focused support. Over the last 12 months Johnny, the WARM Social Worker has supported about 50 people, with group session opportunities meaning that many more people are benefiting.

The topics for the group discussions are decided by the people who attend, therefore responsive to the outcomes people want to achieve, for example support to explore employment or education opportunities. New partners have now come on board with the project and offering funding, e.g. a 10 week course of Tai Chi. Quote's from those who accessed the project;

"It gave me greater confidence to gain employment"
"I remembered hobbies that I enjoyed"
"I made new friends"
"Life is about looking forwards not back"

Case Story - Jason

Jason was 48 years old when he came into contact with our service (Substance Misuse Service). Jason's personal and professional life was spiraling out of control as a result of him drinking too much alcohol, and made worse by the stress brought on by an upcoming court appearance.

Promoting Well-being and Independence

When we met Jason he was depressed and saw his only way out as suicide, so he was allocated a Community Psychiatric Nurse to work with him on his alcohol and mental health issues. But owing to the seriousness of our concerns that he would kill himself he agreed to be admitted to the Heddfan Unit, where he spent a few weeks.

Page 94 He then returned to our service, for us to support him to get his life back on track. Once he stopped drinking he was referred to the Wellbeing and Recovery Matters Programme (WARM). WARM worked with him to build a different life, one that was free of alcohol and with a motivation to improve his physical and mental health and emotional wellbeing. His self-worth increased dramatically when he undertook the volunteering opportunities that were offered, using his business skills for the benefit of others.

Jason remains free of alcohol and has built a new life helping others, he is currently in India advising on issues relating to alcohol dependence. Jason has been on remarkable journey from the depths of crisis and hopeless to finding hope and self-worth.



Promoting Well-Being in Mental Health Services

Flintshire County Council have undertaken some fantastic work in Mental Health Services that has been shared on a regional, and national, level. 'Sian's Story' illustrates the emotive work being undertaken by our services and service users, where in her own words Sian describes her remarkable journey of recovery. You can **read Sian's Story here**.

Our quarterly **Mindful magazine** during 2015 has continued to feature other remarkable stories of recovery and new initiatives. In our summer edition we featured the 'Hear/ Here' group, which has been set up by people who use mental health support services. This group allows for an open chat about the effectiveness of mental health support services in Flintshire and how improvements can be made. The group also encourages people to take control in identifying their own wellness tools and in considering how they can be involved in organising their own groups. We believe that this gets to the hub of what our service strives to do in supporting people to achieve the outcomes that matter to them and to have a valued role in society.

We know for some people to have a job is really important and during January 2016 we were so pleased to finally deliver on our priority, to see **Double Click** Design become a Social Enterprise. In this move towards independence from the local authority, a management board and business manager has been successfully recruited. **Double Click** has implemented a personal development

Promoting Well-being and Independence

training programme where each individual has a clear learning plan this will allow individuals to gain skills ranging from office based tasks to computer graphic design qualifications.

One of our successful initiatives which has made a real difference is the Recovery Education Programme. A full time training support worker within the team enables the promotion and the attendance of learning opportunities for people with mental health problems and their carers via the Recovery Education Brochure. A major part of this role is to assist each individual to book on and attend courses and learning activities they have identified. From the start of the programme in 2013 to the time of writing this report over 322 individuals have been enabled to participate in the programme. The following quote is taken from a letter of thanks from a person who accessed the programme.

“I feel my confidence has grown with attending group activities and look forward to many more. The help and support given has been excellent, I feel that without that level of support and encouragement my confidence would not be as it is now. I look forward to receiving the next brochure so that I may book myself on future courses and activities and continue the process of building confidence.”

Promoting the well-being and independence of our Looked After Children

Children in the care of a local authority are often referred to as Looked After Children (LAC). They are one of the most vulnerable groups in society. Our ambition is to be a strong and effective Corporate Parent with the same aspirations that any good parent would provide for their own children.

We know that Looked After Children share many of the same health risks and problems as their peers, but they frequently enter care with poorer health due to the impact of poverty, abuse or neglect. National research also suggests that looked after children are more likely to have mental health problems.

The last 12 months have seen some important improvements in the way the health and well-being of Looked After Children is supported.

Notably:

- following a period of vacancy there is a designated Nurse for Looked After Children
- 75% of Looked After Children’s health assessments took place on time between April and December 2015. This is an improvement from 2014/15 where 55% were completed on time
- all Looked After Children have been registered with a GP within 10 working days of coming into care or moving placement

Promoting Well-being and Independence

Whilst there is good progress we recognise that there is more to be done. Positively looked-after children are a priority group for getting access to therapeutic and psychological support, with a dedicated CAMHS Practitioner working directly with our looked after children and young people. Also training and consultation is offered continuously to parents, foster carers and professionals. However, the reality is that waiting times for CAMHS are still too long.

We have had very promising discussions with CAMHS about how we can ensure looked after children can have timely access to support. The service is in the process of redesigning their operating model with a view to better targeting resources and reducing waiting times. The aim is to enhance the provision over the following 12 months to ensure improved outcomes for the emotional and wellbeing of looked after children.

Providing effective prevention and early intervention

Being able to access advice, information and early help and support is integral to ensuring the well-being and independence of children, young people and families. The need to develop our framework for early intervention was a specific recommendation identified in the CSSIW Inspection of Children's Services. In response:



- The **Family Information Service** are now co-located with our frontline services in Flint, offering advice and information about universal and community services that can support families
- The **Team Around the Family** service have moved to form part of Social Services. The Team co-ordinate support around a family, helping build their resilience and preventing family breakdown
- We have established a new **Targeted Support Team** from within existing resources. The Team seeks to prevent children requiring formal statutory social services intervention and/or support children to step-down for formal services

During 2016/17 we will continue our efforts to strengthen the pathways between early intervention and statutory support as well as developing approaches that ensure early support is targeted to

Promoting Well-being and Independence

those families where it is most likely to have a significant effect on future need. This will include working closely with partner agencies to harness and co-ordinate resources, skills and effort.

In 2016/17 we will work with young people and staff across the Council, including Elected Members, to refresh our Corporate Parenting Strategy to set out how the authority will:

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- ensure Looked After Children have a voice and are listened to
- support Looked After Children in stable, local placements
- improve the stability of school placements and the transfer process where moves are needed
- support improved education outcomes for Looked After Children
- strengthen partnership working with Health to ensure timely access to health assessments and CAMHS
- strengthen the approach to support young people so they are better prepared for independent living
- build on what Looked After Children say we can do to help ensure they feel included/not excluded and what we can do to help steer them away from difficult behavior

Supporting young people leaving our care

In Flintshire we have a total of 53 care leavers up to the age of 25. All of our care leavers have an allocated Personal Advisor to keep in touch and offer support and advice. Following feedback from some care leavers our intention is to undertake work with young people to explore how we can ensure they are equipped for independent living and the responsibilities this brings.

The new Act creates a new duty placed upon local authorities for young people in foster care who wish to continue living with their foster parents beyond the age of 18. A new scheme called **'When I am Ready'** has been developed with the 6 North Wales Local Authorities working together to develop and implement the scheme. We know that at least 3 young people in Flintshire plan to take advantage of this scheme in 2016/17 with an additional 2 young people/foster carers considering the scheme.

Improving the Well-being and Independence of those with Disabilities

We recently undertook a review of our Children's Integrated Disability Services and Transition Services. The findings were overall positive, but highlight the need for change in structure to ensure our children received the best support possible. In this review we have held a stakeholders survey, to ensure all those who interact with our service have chance to feedback and take part in its development.



Promoting Well-being and Independence

Such structural changes meant that both CIDS and Transition are now co-located, which has improved communication between the teams significantly. We have also been successful in cost effectively negotiating with residential colleges, to bring down the cost of such placements. This has been vitally efficient in a challenging economic environment for services.

This year has seen both social work teams focusing on taking forward the principles of the Act, specifically in the area of promoting independence. A positive example of this, is the use of the "progression model" which is highlighted on [page 14](#). Both teams have also been at the forefront of the rising use of direct payments, and this is embedded into their practice; as can be seen the majority of all resource panel requests are now for direct payments.

56%

of panel applications are now for direct payments

Utilising the Intermediate Care Fund

During 2015, the programme of work funded through the Welsh Government Intermediate Care Fund was reduced as a result of a significant reduction in funding. However, the impact of the work that did continue and further develop has been very positive. The Ministers' announcement in December 2015 that funding from April 2016 will be increased and provide a number of potentially significant opportunities for partners to continue to sustain and strengthen community based services to support people to remain out of hospital and long term care.

The wide range of initiatives to deliver joined up and effective intermediate care services delivered in 2015 have been in high demand, with personal stories shared by individuals and families being testament to the positive difference that is being made. Planning for 2016/17 is ongoing in relation to the additional monies available however priority has been given to maintaining the good work that has been started to provide opportunities for those developments to continue to flourish.

Projects – Key Messages

- 153 people were supported in the Step Up/Step Down Service, accounting for a total of 3285 nights within a care home (rather than hospital in the majority of cases), with short term support at home by a multi-disciplinary team where that was required.

Promoting Well-being and Independence

- 247 people went through detailed risk assessments with one of two part time workers within the physiotherapy team in BCUHB in order to identify ways that their falls risk could be reduced. These assessments led to a wide range of interventions for those individuals to help keep them safe, increase confidence, mobility etc.
- A part time funded worker within Care and Repair supported 15 people (as new cases) typically for 8 to 12 months between April and December 2015 who were unable to return home or stay independent at home as a result of significant hoarding behaviour. Requiring wide ranging and longer term emotional and practical support, this project continues to help some of our most vulnerable residents.
- A project with Care and Repair allows Occupational Therapists and Disability Officers in Health and Social Care to access a rapid response for minor adaptations for those aged over 60 years in their own or privately rented properties to support hospital discharge, to prevent hospital admission or to support clients with palliative care needs. The project commenced in July 2015 and by the end of December, 339 people had been supported through this project.

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- Work delivered through the British Red Cross by a part time member of staff has continued to provide much needed practical support for people after a stay in hospital. Between April – December 2015, 52 people received short term support through this programme, with feedback illustrating the difference that a short term period of support can make to individuals in terms of confidence building the promotion of independence and skills to stay safe at home.

The Reablement Ethos

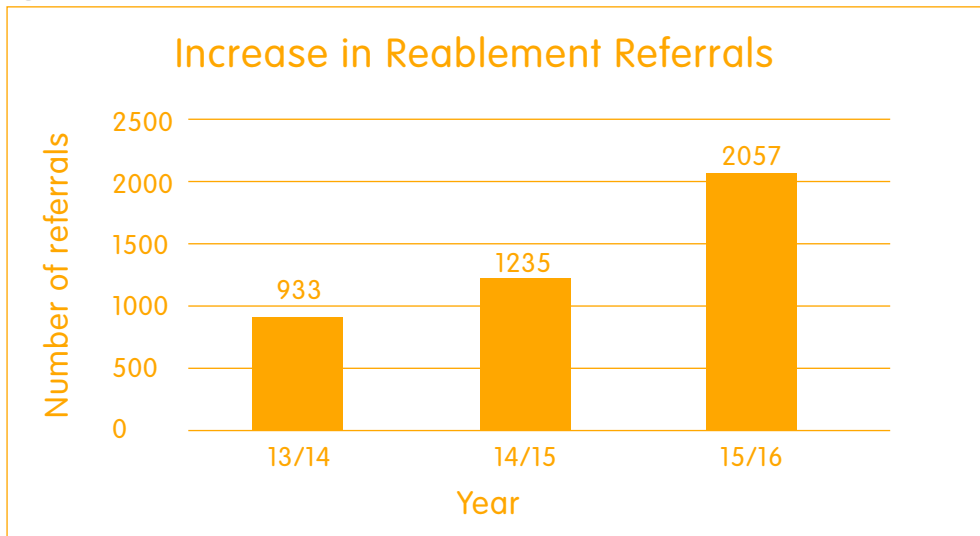
This year has seen another positive year where the Reablement service has been further strengthened. The Reablement ethos is truly established and continues to be promoted by all service areas and to adults aged 18 and over.



Promoting Well-being and Independence

We are continuing to focus on an intake model of Reablement, focusing our commitment on early intervention and preventative work. This has been evidenced through a significant rise in the number of people being provided information, advice and a decrease in the number of people needing long term care after Reablement clearly demonstrating the effectiveness of these services.

The Reablement service has been strengthened through the presence of the third sector providing information, advice and assistance and to support the individuals beyond Reablement and supporting them to regain their position in the community.



70% of referrals now require no further after Reablement

This year has seen an expansion of the sources that offer Reablement within Social Services. Whereas previously Reablement was provided by the Reablement team, we have expanded our delivery pool, so that all service areas that have interaction with older people can provide a Reablement service.

Furthermore our telecare service continues to strengthen its position within Social Services for both children's and adult services. The telecare solution provided is following a person centered assessment and equipment tailored to meet the individual needs of the person and their family. This year we have expanded our selection of suppliers and the equipment that they can provide, meaning that we are now able to offer services and equipment that are more individual to the person's needs.

Here are some case studies on how telecare has assisted Flintshire residents:

Promoting Well-being and Independence

Case Study - Mike

More independence for Mike

Mike is 38 years old and lives in Learning Disabilities Supported Living Accommodation, he requires one to one support whilst at home and needs two people to support him when out and about the community owing to his complex epilepsy needs which require emergency medical intervention when a seizure occurs.

Telecare was considered, which resulted in Mike's support workers being provided with a GPS panic button. The panic button is linked up to the monitoring centre with a clear call handling procedure of when button activated an ambulance is called. The monitoring centre would also know the exact location of Mike and his Support Worker and be in a position to pass on this information to the ambulance service.

This has enabled Mike to live a more independent life by accessing the community with 1 to 1 support rather than 2 to 1 support.

Case Study - Beryl

What matters to Beryl is being able to go shopping in Chester on her own

Beryl is 82 years old and has vascular dementia. Beryl lives in her own home with support from domiciliary care twice a day, morning and evening. Her family are very closely involved and support Beryl to continue to visit her favourite shopping areas, Chester and Wrexham independently on the bus. However, the family have been concerned as there have been a couple of occasions when Beryl has become disorientated and been unable to remember which bus to take to return home.

Telecare was considered and Beryl was provided with a GPS safer walking device which includes two way speech and a panic button. Beryl agreed that her family can access data that would enable them to locate her whereabouts at any time and contact her via the device. Beryl is also able to press her panic button if she needs assistance from her family who can help orientate her and either provide her with the correct information to get home safely or pick her up to bring her home.

Beryl was delighted with the outcome of being able to continue to go shopping independently and her family were reassured 'safe in the knowledge that mum can contact us if she needs help' or they can find out where she is, if needed, via the GPS device.

Promoting Well-being and Independence

Developing Extra Care

The award winning Extra Care schemes at **Llys Eleanor** and **Llys Jasmine** continue to provide high quality residential services, with



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demand remaining as high as ever. Responding to the demand of our citizens for more extra care, the development of a new Extra Care scheme in Flint town centre has now commenced, in partnership with Clwyd Alyn Housing Association. The new Extra Care scheme will be a real flagship for Flint, which is undergoing a strategic regeneration, providing around 73 self-contained apartments, including apartments that are specially designed for people with dementia.

We recognise that Extra Care offers a support model that facilitates tenants living independently but having support on hand when needed. We will continue to explore opportunities to develop further Extra Care Schemes, working with tenants and key partners to identify suitable locations and address local demand.

Our Priorities for 2016/17:

For Adults Services:

- ✓ To ensure all our staff are competent and knowledgeable in delivering practice required by the Social Services and Well-being (Wales) Act 2014
- ✓ To continue to work with all our partners to prevent unnecessary hospital admissions and return individuals home as speedily as possible.
- ✓ To continue developing integrated health and social care teams

For Children's Services:

- ✓ To continue and develop our ways of targeting early intervention and support for Children, Parents and Families
- ✓ To become a strong and effective corporate parent that will operate 24/7

Workforce

The increasing complexity of people's needs along with the new requirements of the Act, have made us smarter in the way we organise, buy and deliver our services. This would not be possible without a competent and knowledgeable workforce delivering services with upmost professionalism. At Flintshire we are committed to ensuring our Workforce are able to work in an environment that maintains the quality and caring service they are providing, while continuing to offer opportunities for professional development, ensuring staff remain knowledgeable in the key issues and most up to date practice.

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Getting in on the Act

The Social Services and Well-being (Wales) Act 2014 (herein 'the Act') brings new legislation and cultural change to the services we provide. The Act encourages staff to engage with people and have different conversation which identify what matters to them. Therefore, the agenda for learning is significant.

A range of approaches have been taken to ensure that our staff are well placed to respond to changes arising from the Act. We have held overview information sessions through to detailed training events focusing on discreet areas of social care practice.

In 2016/17 we will continue this training programme and develop a series of action learning sets to embed the principles and details of the Act into practice.



In 2015, Flintshire took part in the national SSIA (Social Services Improvement Agency) pilot for the National Outcomes Framework project. This project was a series of learning and development opportunities to help front-line workers have engaging conversations with people and their families. The training enhanced professionals' skills helping them work with users of service to identify what really matters and use the resources within their community and own network of relationships to support them alongside more formal services.

Other initiatives to support the Act are giving staff working across social care sector access to a new one-stop shop **learning hub** "Getting in on the Act", an online resource providing information and training materials to help social care professionals implement the Act. The Information and Learning Hub has been developed by the Care Council for Wales and a variety of partners and will continue to be developed and expand.

Embracing E Learning

In 2015 the Council launched a new e-learning resource known as '**Flintshire Academi**' where staff can access a variety of courses online, such as data protection, equality and diversity, some health and safety courses and more. This approach helps provide a cost effective approach to training and development enabling access at a time, and in a location, convenient to staff.

We have also launched Safeguarding e-Academi, which provides

Workforce

on line awareness and training on a variety of safeguarding topics such as trafficking, exploitation and modern slavery, child abuse and neglect, child exploitation, self-harm and suicidal thoughts. This e-Academi again offers our learners an interactive convenient resources that is a cost effective way to deliver a range of training.

Changing the way we work in Children's Services

During 2015/2016 our focus was not just on training and developing staff. We also reviewed the way our Children's Services were structured and we made some significant changes. These changes were informed by key messages and principles which include:

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- Our staff wanting to be freed up to spend more time with children and families. They want to spend less time filling in paperwork.
- Children and families having too many changes in their social worker. They told us that they were fed up with having to repeat their story to new people.
- We need to work more closely with services that can help children and families early on. Children and families shouldn't have to wait until their problems become too big.
- Listening to children and young people is really, really important. We want to support more children and young people to have a say in their lives and have their voice heard.

Our new structure increases our focus on supporting families to be resilient through prevention and early intervention and, where appropriate, reducing reliance on formal statutory services. Taking a different approach applies equally to our partner organisations and we are working with agencies to refine, remodel and share new ways of working that seek to achieve positive outcomes for vulnerable children and families.

Celebrating Success

Here are some good news stories that we would like to share....

We are really proud to report that one of our **Looked After Children** has been successful in gaining a place on the Flintshire Apprenticeship scheme.

A father has complimented the **Children's Duty & Assessment Team**, expressing his gratitude for helpful and concise advice which made a very stressful situation easier.

A dad praised the **Family and Adolescent Support Team** saying staff go above and beyond their duties to help his son feel happy and secure. He said the team do great work and he wanted to acknowledge this.

The **Disability Services Team** received a thank you card from a mother of a service user who said: 'I want to thank you for what you have done for my son. He is so happy and content and looking after his home and himself so well. It has certainly taken a weight off our shoulders. We can now face our remaining years with peace and less worry.'

Workforce

Flintshire's Residential Care Homes (both in-house and independent) must be commended for achieving the highest evaluation of any Local Authority in the Older Peoples Commissioner for Wales' Care Home Review.

A massive congratulations to Jenni Rochfort, the Lead Parenting Practitioner, who has won the Incredible Parenting Coordinator Award 2016 awarded by the Children's Early Intervention Trust at the Centre for Evidence Based Early Intervention Conference at Bangor University in February.

Our Flying Start Team have been awarded the CANparent quality mark due to their fantastic delivery of the Family Links Nurturing Programme to parents and carers. The quality marker evidences the effective governance of the programme, evaluates engagement with families, and commends an evidenced based approach to service delivery.



Rhian Evans, Manager of Mental Health Support Services, has been nominated for "Leadership in the Public Sector" award at the national Leading Wales Awards. The award recognises individuals whose leadership is making a real difference in Wales and contributing to developing prosperity in our country.

Our Priorities for 2016/17:

- Embed our new management structure in Children's
- Develop a robust focus on quality and practice
- Support the retention of care sector workers
- Work proactively to recruit new care workers
- Provide Traineeships for Social Worker and Occupational Therapists within Adults and Children's Services
- Work towards ensuring all staff who undertake assessments are suitably qualified, as laid out in the Social Services and Well-being (Wales) Act 2014
- Support a Leadership and Management programme for managers within the independent sector.

Stronger Safeguarding

The Act has brought about a change in culture across all service areas, with safeguarding being no exception. It has worked to ensure that the safeguarding powers and structures are stronger than ever, and a national independent safeguarding board has been established to ensure regional safeguarding boards are supported in the work they are doing in this area.

In April 2014 the North Wales Safeguarding Children's Board (NWSCB) was established to replace the 3 previous Local Safeguarding Boards. The NWSCB is a statutory partnership between the six local authorities, Betsi Cadwalader University Health Board, North Wales Police, the National Probation Service, the Community Rehabilitation Company, Public Health Wales, the Welsh Ambulance Service Trust and voluntary organisations.

The Social Services and Well-being (Wales) Act also requires a regional Safeguarding Adults Board be established to put the safeguarding of adults on a similar statutory footing as children. In North Wales the North Wales Safeguarding Adults Board (NWSAB) was established in September 2014 and Flintshire's Chief

Officer for Social Services is currently the chair of this board.

Changes to our Safeguarding Approach

Within Flintshire, there has been significant developments at a service level with the appointment of a Safeguarding Unit Manager with specific responsibility for safeguarding across Adult and Children's Services. The remit includes management of the Independent Reviewing Officers who have responsibility for overseeing support for Looked After Children. This is combined with the continued development of our regional practice review groups. There was one Multi Agency Practice Forum (MAPF) undertaken in accordance with Adult Protection procedures and the report has just been published. Key recommendations from this report will be taken forward in the coming months.

We have worked in response to the report and recommendations from the Welsh Audit Office on the study of safeguarding, published in December 2014. This has entailed acting upon a number of priority actions including;

- 1. Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.** This has already been achieved with Adult Safeguarding Managers and administrative support joining the existing Safeguarding Unit in April 2015. Staff undertaking assessments under the Deprivation of Liberty procedures are within the same location.

Stronger Safeguarding

- 2. Prepare for the new and additional safeguarding requirements of the Act.** Training and workshops are underway to support the Act. Whole service days are also being held to prepare staff groups for the changes.
- 3. Establish wider ownership and governance of safeguarding across the authority.** A Corporate Safeguarding Panel has been set up within Flintshire to develop wider ownership of safeguarding issues the group is chaired by the Chief Officer for Social Services but the responsibility for the forward work plan lies with Corporate Services. The Safeguarding Champions from each portfolio area attend the quarterly meetings.

2. To ensure that all cases are considered by a single group who are then able to identify any links between individual cases.
3. To ensure that intelligence relating to patterns of child sexual exploitation in the area can be identified and action taken where necessary. This will include the sharing of intelligence in relation to suspect groups of victims, perpetrators, vulnerable locations etc.

The primary role of the CSE Panel is to provide oversight of cases, it does not replace any existing systems or procedures for the investigation of child protection concerns but brings partners together as a consistent group to review all actual or suspected cases of child sexual exploitation.

Advocacy for Flintshire Citizens

In Flintshire we firmly believe that giving people a voice to speak about the care they receive is integral to an effective safeguarding system. Advocacy Services North East Wales (ASNEW) are represented on the Flintshire and Wrexham Adult Safeguarding Delivery Group (a sub-group of the NWSAB). They are also closely involved in training and development with regards to safeguarding.

In addition to Advocacy, a number of projects have been developed to improve the commissioned quality of care services for citizens, these initiatives include:

1. To ensure that cases of suspected or actual child sexual exploitation are well-managed and co-ordinated and that all possible action has been taken to protect the victims.

Child Sexual Exploitation Panel (CSE)

Flintshire County Council's Children's Services and its partner agencies use the CSE Panel as the mechanism to improve outcomes for children and young people in cases of known or suspected child sexual exploitation.

The CSE Panel has three primary roles:

Stronger Safeguarding

Listening Friends

The Listening Friends project is currently being piloted within four residential homes in Flintshire. Its primary aim is to gain intelligence about care quality from the perspective of older people living in residential care, by listening directly to their views. The project findings are being fed back to Flintshire's Quality Circle, which meets on a quarterly basis. Listening Friends is being delivered by a group of volunteers from Age Connects North East Wales who, by forming friendships with people living in the residential homes and visiting them on a regular basis, are able to determine how they really feel about their lives.



The project compliments the programme that is being co-produced with Helen Sanderson Associates 'Creating a Place Called Home ...Delivering What Matters' which is seeking to embed person-centred thinking and practices within care homes in Flintshire. Using wellbeing indicators, Listening Friends volunteers are able to record what is working and what is not working from residents' perspectives and this data can then be collectively analysed, themed and used to inform what needs to change to improve quality of life for people living in residential care settings.

My Voice

The 'My Voice' project is being delivered by Advocacy Services North East Wales (ASNEW) and is being piloted within three specialist care settings in Flintshire. The aim is to develop an approach and set of resources that are tailored to each setting and enable the people living there to have increased levels of participation, to feel respected and listened to and to be more able to express their views on quality and choice. This is achieved through staff from ASNEW developing self-advocacy skills, facilitating group meetings and providing 'critical friend' input to care staff. In addition to increasing levels of control and satisfaction experienced by people living in these residential care settings, the project will also enable staff and managers to identify themes that will drive forward positive change.



Advocating for Our Children and Young People

We have now entered into a **Regional arrangement for advocacy** for children and young people, complementing the already existing regional arrangements in safeguarding, with a service provided across North Wales by Tros Gynnal Plant. The service began in April 2015 and up until December the service had already supported 35 children and



Stronger Safeguarding

young people in Flintshire. The feedback from children and young people accessing the service has been extremely positive;

**"Thank you for today, you helped me do good."
"Thanks for believing me."
"I am quite happy thank you!"**

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Our priorities for 2016/17:



Managing the risks identified through adult protection referrals including management of allegations against professionals.



Continue to evolve the multi-agency CSE Panel (Child Sexual Exploitation) to meet service demand and requirements and establish regional links.



Working with Children's Fieldwork services to link the proposed single assessment into the Child Protection framework.



Working with Adult and Children's Services to bring safeguarding practice in line with the Social Services and Well-Being (Wales) Act 2014.



Establishing agreed priorities for action in relation to Mental Capacity Act/Deprivation of Liberty Safeguarding (DoLS) issues, both in care homes under the DoLS framework and in community settings.

Evidencing our Improvement

We collect and assess quantitative and qualitative intelligence from a wide variety of sources and use this information to show how we are working effectively with service users to achieve the outcomes that they want, how we are meeting the standards identified in the Social Services and Wellbeing (Wales) Act 2014, and whether we are achieving our aims identified through the vision for 2015-18:

- Keep people as our focus
- Safeguard and support
- Do “what matters” well
- Promote independence and strengthen families

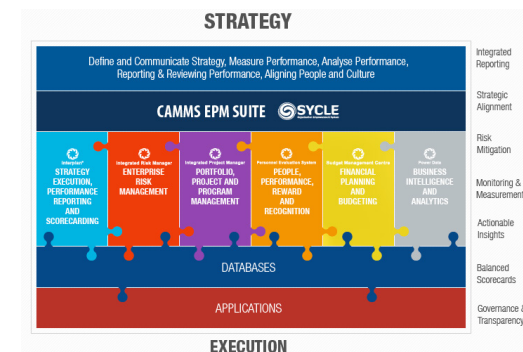
Together these standards provide a framework against which we can measure our progress, form a judgement on the quality and performance of our services and evidence how they are improving. This judgement is derived from a variety of sources, including the findings from external inspection, internal quality assurance activity, information about the workforce and our commissioning activity, and the experiences and perceived

progress of citizens who use services. Information that is gathered through the quality assurance framework is being used to inform and develop practice and policy.

In May 2015, implementation of a new performance management system known as Sycle began across the Council. Sycle is an integrated planning, risk management and programme / project management and reporting software package. We have been using Sycle for reporting on the priorities in the Council Improvement Plan since June 2015, and are now developing two further aspects of the system: ‘global collaboration’ and ‘community dashboard’, that can be used by all Public Service Board Partners to aid performance management of our priorities.

Sycle will provide benefits which include:

- Efficiencies by reducing duplication and data entry
- A single version of the truth
- Improved visibility and accountability for performance and programme / project management objectives including an audit trail
- Dynamic, exception based reporting with dashboards and standard reports



Evidencing our Improvement

External Inspection:

The following external inspections took place during 2015/16, and here is a summary of the key findings:

CSSIW Inspection of Fostering Services, April 2015

The inspectors found the service to be very child centred, with staff aware of each individual's needs and circumstances. Despite staff shortages, the service has maintained, and even improved in areas, the standard of fostering service. The supervision recording format for fostering staff was commended. There was praise for the way in which the team engages prospective applicants, through information sessions and producing a DVD. There had been improvements since the last inspection, such as the introduction of the connected persons' assessment process, the process of having three independent co-ordinators chairing disruption meetings, and the co-location of the team with other child care teams.

CSSIW Inspection of Children's Services, May/June 2015

The Inspectors noted evidence of good practice in social work assessments, and found that child protection conferences and reviews were well managed and appropriately child focused. The quality of care plans was found to be satisfactory or good. The inspectors commented that "Senior leaders and offices had a shared

commitment to improving safeguarding arrangements and had sought to strengthen this in strategic priorities". Senior leaders were found to be knowledgeable about how the service is performing and focussed on improving frontline practice and quality.. The workforce were described as "suitably qualified, experienced, and competent".

Internal Audit

Every year certain aspects of our service are subject to internal audit; this acts as a check to ensure that our procedures are robust and that our internal control processes are operating effectively. This year we have been audited on direct payments and commissioning for third sector contracts. Both audits produced recommendations which are being followed up this year.

Quality Assurance activity

We have reviewed and strengthened our case file audit procedures for Children's Services, and have drawn together a quality panel which meets to discuss the findings from file audits and make recommendations for improvements to practice. Our case file audits are, on the whole, demonstrating good quality practice but have highlighted the need to revisit and update our recording policy with a view to achieve consistent recording practice. Similarly in Adult Services we have introduced a quality element to Older People's panel, to ensure that the services provided are clearly linked to the outcome that the person wishes to achieve. In the forthcoming year we will be rolling this approach out to other services.

Evidencing our Improvement

Quality Circles

Quality Circles is an initiative set up in partnership with Flintshire County Council's Contract & Commissioning Team and Care & Social Services Directorate Wales. The 'Quality Circle' approach was to ensure on-going quality monitoring of adult services across all care settings in Flintshire. To date the approach is now well established and has welcomed more members from health settings, third sector and the local authority. We have developed a central point where positive and negative information about commissioned services can be shared informally amongst organisations with a view to securing improvement before issues need more formal action.

Managing our Performance

Our Senior Management Team monitors progress against the Council and Business Plans, and report regularly to Cabinet and Health and Social Care Overview Scrutiny Committee who provide challenge to our judgements about how we are performing. The key activities that contribute to the Council's priorities and drive forward service change are overseen by Modernising Social Services Board.

With respect to the data we collect to inform the national picture of Social Services performance, we are in a period of change, and are working to develop new data sets which will show how we are progressing with the implementation of the Social Services &

Wellbeing (Wales) Act. However we continue to consistently measure our performance in those areas which we consider to be a priority in Flintshire, and this information is regularly presented to the Senior Management Team and the quarterly Performance Forum to highlight best practice and identify areas for improvement. Our performance continues to be strong, and we have made good improvements this year, particularly in Children Services, in some of the key measures that last year were noted as needing to improve, such as the rate of repeat referrals, the timeliness of reviews for children in need, and the timeliness of health assessments for looked after children.

Measuring outcomes

This year we have continued to develop the co-productive approach to addressing and finding solutions to people's support needs, in line with the ambitions of the Social Services and Wellbeing Act and the accompanying National Outcomes Framework. Working through a multi agency stakeholder group in North Wales, we have developed new procedures and documentation which support the Act in removing the need for expensive, time-consuming and bureaucratic assessments and giving people to decide 'what matters' to them and how they can direct their own support to achieve the outcomes they want. We are continuing to implement these processes in the forthcoming year, supported by an extensive and ongoing programme of training and mentoring for all staff. Alongside this we have introduced a method of measuring the progress people are making towards their personal outcomes, so that we are able to evidence the positive impact that the new approach is having on people's lives. This is a picture of the very first results achieved for this initiative.

Evidencing our Improvement

Complaints

Learning from complaints is important and we use the findings and outcomes to inform policy and practice in delivering services (known as the 'lessons learned' process). Examples of action taken on issues raised as a result of complaints to Adult Social Services include:

- We will review our processes whereby allegations of inappropriate behaviour shown toward care staff, including those working for a private provider, are formally looked into and an outcome recorded.
- Action sheets are now drawn up at the end of each learning disability review so the service user goes away with the three most important outcomes they want to achieve, with a copy to the provider. This will further ensure an individual's planned actions are followed up with service providers in preparation for their next review.
- Contracts with privately registered homes have been revised stating the Council will now pay the host Local Authority rate, including cross border placements in England.

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And for Children's Services:

- Holding separate meetings between parents/partners if one parent/partner does not engage effectively and removes themselves from the situation if the other is present.
- In core group meetings where parents are distressed and may not be fully taking in what is happening, Chairs will summarise outcomes to ensure parents fully understand what will happen next.
- Fostering processes strengthened regarding expectations at the time of a bereavement in a looked after child's life and the timeliness of foster carers receiving a thorough and comprehensive induction following their approval.
- Service information booklets for services are to be updated and revised.

Service user experience

We regularly gather feedback from people who use our services through care plan reviews, service user engagement groups and targeted questionnaires. We are now reviewing our feedback questionnaires in line with the National Outcomes Framework and a priority for next year will be to develop new and innovative ways to enable more people to have their say about our services. This year in collaboration with Helen Sanderson Associates we held our first Working Together for Change event, and we plan to roll this out to provide an opportunity for older people, care home staff, council staff and other stakeholders to come together to discuss what works for people living in residential homes, and how we could change things for the better.

Glossary

Assessment - A conversation about promoting independent living, or achieving a good level of development for a child, where personal outcomes, and the barriers to achieving outcomes are co-productively identified.

Alternative Delivery Models - New ways of working to provide services more efficiently which can be shared services, outsourcing, shared management arrangements, joint ventures and establishing social enterprises.

Cabinet - The Council's Cabinet comprises 8 Elected Members. Each Elected Member, supported by a Lead Director and accountable Heads of Service / Managers, is assigned a portfolio of Council services / functions.

Care Council for Wales - The social care workforce regulator in Wales responsible for promoting and securing high standards across the social services and social care workforce.

Care and Social Services Inspectorate Wales (CSSIW) - The inspectorate that has the powers to review Local Authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers. They also provide professional advice to Welsh Ministers and policy makers.

Care Leaver - Young people who have been in the care of the local authority and are deemed to be eligible for a leaving care services. i.e. young people who have had a period of care exceeding 13 weeks, from their 14th birthday, are entitled to ongoing support as they move into adulthood.

Commissioning - involves making decisions about what services are required to respond to need. It involves making decisions about the capacity, location, cost and quality of services, together with who will deliver them.

Collaboration - where agencies pool resources (time, expertise and money) to work together to deliver and develop services.

Coproduction - Citizens, carers and families working with decision makers and service providers to create a decision or service that works for all parties.

Corporate Parenting - The Council has a duty to act as a good parent to children and young people in its care and those young people in the process of leaving care. The Council wants these children to have the best possible outcomes. Clear strategic and political leadership is crucial in ensuring that Looked After Children and the Corporate Parenting agenda is given the appropriate profile and priority.

Direct Payments - Cash payments given to people who are eligible as a means of controlling their own care, allowing more choice and flexibility. They are regular monthly payments from Social Services enabling people to purchase their own care, instead of receiving help arranged by social services.

Glossary

Domiciliary Care - Also known as home care, is whereby supportive care is provided to individuals within their own home.

Enhanced Care - forms part of the spectrum of intermediate community based services, but specifically provides care at the 'far end' of this spectrum for people who have medical and/or nursing needs who, without enhanced care, would otherwise be admitted to a hospital bed or would remain in hospital for a longer period of time. (This includes people admitted to an acute hospital bed and those who are admitted / transferred to a community hospital bed).

Extra Care Scheme - Schemes that provide independent living and greater housing choices for some older people in Flintshire; apartments can be purchased by or rented to people aged 60+ who have care and accommodation needs.

Family Information Service - A confidential and impartial information, advice and guidance service for families with children and young people aged between 0 and 19 years of age. The FIS work with public, private and voluntary sector organisations to ensure our customers know where and how to access information and support.

Integrated Family Support Service - An innovative service model that aims to reform services provided to vulnerable children and families. For families with complex problems there is an increased likelihood that the child's physical, social and emotional development will be impaired and for some children there will be repeated or long term episodes of being looked after by the local authority. The main aim of IFSS is to support families to stay together by empowering them to

take positive steps to improve their lives.

Locality - A locality is a defined geographical area and there are three in Flintshire - North East (Deeside), North West (Flint and Holywell) and South (Buckley, Mold etc). The overall aim of the is to enable multi-agency staff from the locality to work in partnership as an integrated team to plan, deliver and monitor the best possible locality services for residents.

Local Service Board - A local Leadership Team of Flintshire's public service bodies (Council, Police, BCU Health Board, Further and Higher Education, Probation, Fire and Rescue, Environment Agency, Voluntary Sector).

Looked After Child (LAC) - Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.

Minor and Major Adaptations - Minor Adaptation is an adaptation which costs under £1000 such as a grab rail or level access shower (not equipment). A Major Adaptation is over £1000 and would be through the Disabled Facilities Grant or if a Housing Association tenant through Scheme 1A which is Welsh Government funded (e.g. bathroom, kitchen or bedroom extension, stair-lift or lift).

More Than Just Words - A strategic framework for Welsh language services in health and social care in Wales, developed by the Welsh Government. The framework outlines the current position and provides a systematic approach to improve services for those who

Glossary

need or choose to receive their care in Welsh.

Neglect - Neglect means a failure to meet a person's basic physical, emotional, social or psychological needs, which is likely to result in an impairment of the person's well-being (for example, an impairment of the person's health).

Outcomes - The benefits, changes or other effects that result in an improvement in quality of life for a person from services provided. E.g. an improvement in physical functioning or maintaining a life skill leading to continued independence.

Permanence - Achieving 'permanence' will be a key consideration from the time a child becomes looked after, and the Part 6 care and support plan should set out from the outset how this is to be achieved. Permanence includes emotional permanence (attachment), physical permanence (stability), and legal permanence (who has parental responsibility for the child). Together these give a child a sense of security, continuity, commitment and identity).

Prevention - The prevention approach enhances the person's well-being by preventing or minimising major problems of living. Providing information for people to self-manage alongside early intervention before problems escalate, monitoring and proportionate risk assessment means that problems are reduced and the need for ongoing longer term support is minimised.

Reablement - A short term assessment and intervention service which is person centred and outcome focused, and aims to maximise independence, choice and quality of life. Most people who now wish to access Social Care Services undergo this period of assessment and support to enable them to live as independently as possible, minimising the requirement for ongoing support.

Scrutiny Committee - Decisions are usually made by the Cabinet for all issues including major policy matters. The role of Overview and Scrutiny is to hold the Cabinet to account as a critical friend and to monitor/ assist in the improvement and development of the council's policies and services.

Single Point of Access (SPOA) - A new single point of contact for adults who wish to access advice, assessment and co-ordinated community health and social care services.

Social Services and Well Being (Wales) Act - The Act will set out the core legal framework for social services and social care, reinforcing people's rights to information and services and supporting the delivery of our services in an integrated way to ensure that social services and social care are sustainable.

Supported Living - Housing and support that is built around a person, allowing them to choose where they live, with whom and how they are supported.

Team Around the Family - Co-ordinates early support for families with multiple needs that are broader than one service can address. TAF seek to make best use of all local resources to ensure family and community strengths are harnessed and problems are prevented from escalating.

Glossary

Telecare - A way in which support can be provided through telecommunication devices in the home. It uses simple technology to manage risk and give people the peace of mind they need to live in their own homes for longer.

Well-Being - Reference to well-being in the Act means the well-being of an individual who needs care and support or carer who needs support. Well-being relates to the physical, intellectual, emotional, social and behavioural development of a child. It also relates to the control over day to day life and participation in work in adults.

'What Matters' Conversation - A conversation to establish 'what matters' to a person in terms of their well-being, what they wish to achieve and what strengths, capacity and capabilities they can draw on to enable them to overcome barriers. This conversation will be undertaken through the assessment process to identify personal outcomes.

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 23 June, 2016
Report Subject	Forward Work Programme
Cabinet Member	N / A
Report Author	Social & Health Care Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Margaret Parry-Jones Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702427</p> <p>E-mail: margaret.parry-jones@flintshire.gov.uk</p>

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

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
Thursday 21 July 2016 2.00 p.m.	Comments, Compliments and Complaints	To receive a report on the compliments, representations and complaints received by Social Services for the year April 2015 – March 2016.	Assurance/Monitoring	Chief Officer Social Services	14 July 2016
	Quarter 4/Year End Improvement Plan Monitoring Report	To enable members to fulfil their scrutiny role in relation to performance monitoring.	Assurance/Monitoring	Facilitator	
Thursday 15 September 2016 2.00 p.m.	Repeat Referrals in Children's Services	To monitor progress	Assurance/Monitoring	Chief Officer Social Services	8 September 2016
	Corporate Parenting Strategy				
	Fostering Strategy				
Thursday 20 October 2016 10.00 a.m.					13 October 2016

<p>Thursday 24 November 2016 2.00 p.m.</p>					<p>17 November 2016</p>
<p>Tuesday 13 December 2016 2.00 p.m. (Budget Consultation)</p>					<p>6 December 2016</p>
<p>Thursday 22 December 2016 10.00 a.m.</p>					<p>15 December 2016</p>
<p>Thursday 19 January 2017 10.00 a.m. (Budget Consultation)</p>					<p>12 January 2017</p>
<p>Thursday 26 January 2017 2.00 p.m.</p>					<p>19 January 2017</p>

Thursday 2 March 2017 10.00 a.m.					23 February 2017
Thursday 6 April 2017 2.00 p.m.					30 March 2017
Thursday 15 June 2017 2.00 p.m.					8 June 2017
Thursday 20 July 2017 2.00 p.m.					13 July 2017

Regular Items

Month	Item	Purpose of Report	Responsible/Contact Officer
January	Safeguarding & Child Protection	To provide Members with statistical information in relation to Child Protection and Safeguarding.	Chief Officer (Social Services)
March	Educational Attainment of Looked After Children	Education officers offered to share the annual educational attainment report with goes to Education & Youth OSC with this Committee.	Chief Officer (Social Services)
March	Corporate Parenting	Report to Social & Health Care and Education & Youth Overview & Scrutiny.	Chief Officer (Social Services)
Half-yearly	Betsi Cadwaladr University Health Board Update	To maintain 6 monthly meetings – partnership working.	Facilitator
May	Comments, Compliments and Complaints	To consider the Annual Report.	Chief Officer (Social Services)
	Adult Safeguarding	To consider the annual statistical information.	Chief Officer (Social Services)
Every 6 months	Repeat Referrals in Children's Services	To monitor progress.	Chief Officer (Social Services)