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

To: Cllr Carol Ellis (Chair)

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

9 September 2016

Dear Councillor

You are invited to attend a meeting of the Social & Health Care Overview & Scrutiny Committee which will be held at 2.00 pm on Thursday, 15th September, 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 - 6)

Purpose: To confirm as a correct record the minutes of the meeting held on 21 July 2016.

4 CORPORATE PARENTING AND FOSTERING STRATEGY UPDATE (Pages 7 - 20)

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

Purpose: To provide Scrutiny with a Corporate Parenting and Fostering Strategies Update

5 CHILDREN'S SERVICE UPDATE TO INCLUDE REPEAT REFERRALS IN CHILD SERVICES (Pages 21 - 28)

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

Purpose: To provide Scrutiny with progress in implementing the recommendations from the CSSIW inspection of Children's Service (2015)

6 IMPROVEMENT PLAN 2015/16 YEAR-END PROGRESS (Pages 29 - 46)

Report of Social and Health Care Overview & Scrutiny Facilitator enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

7 PERFORMANCE REPORT 2015/16 (Pages 47 - 58)

Report of Social and Health Care Overview & Scrutiny Facilitator enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To provide analysis of the Council's progress towards national indicators set by the Welsh Government.

8 ROTA VISITS

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

9 FORWARD WORK PROGRAMME (Pages 59 - 66)

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

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

Yours faithfully



Peter Evans
Democracy & Governance Manager

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE **21 JULY 2016**

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Thursday, 21 July 2016

PRESENT: Councillor Carol Ellis (Chair)

Councillors: Adele Davies-Cooke, Paul Cunningham, Andy Dunbobbin, Veronica Gay, David Healey, Cindy Hinds, Mike Lowe, Hilary McGuill, Dave Mackie, Mike Reece, Ian Smith, and David Wisinger

APOLOGIES: Councillor: Ray Hughes. Chief Officer (Social Services), Senior Manager Safeguarding and Commissioning, Senior Manager Children's and Workforce Services

CONTRIBUTORS:

Cabinet Member for Social Services, Senior Officer Integrated Services, Lead Adults, and Complaints Officer (Social Services)

IN ATTENDANCE:

The Social & Health Care Overview and Scrutiny Facilitator and Committee Officer

20. DECLARATIONS OF INTEREST

There were no declarations of interest.

21. MINUTES

- (i) The minutes of the meeting of the Committee held on 9 June 2016 had been circulated to Members with the agenda.

Matters arising

Betsi Cadwaladr University Health Board (BCUHB)

In response to a question asked by Councillor Hilary McGuill the Facilitator agreed to pursue a response from BCUHB to the issues which had been raised by Members during the meeting on 9 June 2016.

- (ii) The minutes of the meeting of the Committee held on 27 June 2016 had been circulated to Members with the agenda.

RESOLVED:

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

22. COMMENTS, COMPLIMENTS AND COMPLAINTS

The Senior Officer Integrated Services, Lead Adults, introduced a report on the compliments, representations and complaints received by Adult

and Children's Social Services for the year 1 April 2015 to 31 March 2016, and invited the Complaints Officer to give an overview of the report.

The Complaints Officer reported on the number of complaints received by Adult and Children's Social Services, the services complained about, and the outcomes and lessons learned, as detailed in the report. The Chair requested that information be provided to the Committee on the number of service users within Adult and Children's Social Services to determine the ratio of complaints received to service users. The Complaints Officer agreed to provide this information.

The Chair referred to the information provided concerning the services complained about and said that the total number of complaints received in 2014/15 should read 51 not 48.

Councillor Dave Mackie welcomed the report and suggested that compliments should be given a higher profile. The Complaints Officer agreed to provide an additional appendix to future reports to give more information about the compliments received. Councillor Mackie also referred to Stage 2 complaints and suggested it would be helpful if a Member of the Committee was invited to attend a meeting as an observer. The Senior Officer Integrated Services, Lead Adults, agreed to explore the possibility of this.

Councillor Andy Dunbobbin asked if the complainants in paragraph 1.12 of the report had been satisfied with the outcome of their complaints. The Complaints Officer advised that whilst the complaints did not meet the threshold for safeguarding they were all shared with the Contact Monitoring Team. He explained that the Team Manager of the Contact Team was the Chair of the Multi Agency Group. The Complaints Officer confirmed he would provide further information on the six cases to Councillor Dunbobbin following the meeting.

Councillor Hilary McGuill expressed a concern relating to an issue which had been highlighted during a recent Climbie visit regarding a Looked After Child. The Senior Officer Integrated Services, Lead Adults, agreed to raise the matter with the Senior Manager Children's and Workforce Services and the Head of Inclusion Services and request that they provide a response to Councillor McGuill.

Councillor David Healey welcomed the opportunity to be part of the Climbie visits and wished to thank Children's Services for the hard work and commitment to safeguarding children. He asked that as the visits had been curtailed would there be an opportunity to complete the visits. The Senior Officer Integrated Services, Lead Adults, agreed to make enquiries and respond to the Committee.

RESOLVED:

That the report be noted

23. ROTA VISITS

Councillor Hilary McGuill reported on her visit to Marleyfield. She said that the visit had been positive but expressed a concern relating to a financial matter. The Senior Officer Integrated Services, Lead Adults, agreed to pursue the issue raised with the relevant department.

RESOLVED:

That the update be received.

24. FORWARD WORK PROGRAMME

The Social & Health Care Overview and Scrutiny Facilitator presented the current Forward Work Programme for consideration and referred to the items scheduled for the next meeting of the Committee to be held on 15 September 2016.

Councillor David Healey suggested that a report on Mental Health services be included on the Forward Work Programme. The Senior Officer Integrated Services, Lead Adults, suggested that a report be included as part of the next meeting when representatives of Betsi Cadwaladr University Health Board would be present.

In response to a request from the Chair it was agreed that the Committee receive a report from the Chief Officer outlining any issues of concern with regard to performance.

During discussion it was agreed that an update on progress on the Care Sector also be included in the Forward Work Programme to include a full breakdown of the costs of private and Council owned care homes.

Councillor Cindy Hinds requested an update on the current procedure for the reporting of accidents in Flintshire Care Homes.

RESOLVED:

That the Forward Work Programme be updated in accordance with the above.

25. 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 2.55 pm)

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Chairman

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SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th September 2016
Report Subject	Corporate Parenting and Fostering Strategy Update
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide Scrutiny with a Corporate Parenting and Fostering Strategies Update.

A comprehensive report on Corporate Parenting was presented to the Joint Education & Youth and Social & Health Care Overview Scrutiny Committee on 24 March 2016.

This purpose of this report is to advise Scrutiny of the action we have planned to take forward our commitment to be an effective Corporate Parent. Integral to delivering our Corporate Parenting responsibilities is ensuring that we have a sufficient supply of foster carers to support looked after children in stable local placements. The report provides an overview of local, regional and national work on developing fostering. In particular the report provides information about work to develop a National Fostering Framework.

RECOMMENDATIONS

1	Scrutiny endorse the commitment to recruit additional Foster Carers.
2	Scrutiny note proposals to develop a National Fostering Services and seek a report on the implications of the Service for Flintshire once these are known

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE PARENTING AND FOSTERING STRATEGY UPDATE
1.01	Our Improvement Plan sets our commitment to develop a unified Corporate Parenting Strategy. The starting point for the strategy will be to establish what is important to looked after children. Over the Autumn we will work with the Participation Forum to develop a range of approaches to establish what looked after children expect from their Corporate Parents, and how they would like to see this delivered. It is also proposed that work is undertaken to reach a consensus on what we, as Corporate Parents, consider important for our looked after children. It is envisaged that this will include setting our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care.
1.02	It is proposed that a task and finish group meets in early 2017 to develop this work, with an invite to Elected Members, as Corporate Parents themselves, to directly input into the development of the content of the Strategy document. It is intended that the Strategy will build on the positive work we currently undertake as well as developing new principles and commitments for supporting looked after children. As a reference point this work will draw on a Corporate Parenting Workbook produced by the Social Services Improvement Agency (SSIA) in June 2016. The Workbook is designed to provide useful pointers as to how Councillors can fulfil their duties as a corporate parent (a weblink is attached). Detailed proposals for developing the Corporate Parenting Strategy will be presented to the next available Children's Services Forum with the Strategy taken to Cabinet for approval when completed.
1.03	Fostering
1.04	As a good Corporate Parent we need to ensure that we have a sufficient supply of foster carers that are able to meet the needs of looked after children and provide them with a loving home. Flintshire's Fostering service is very well regarded. The service received a positive inspection report in 2015. The key area for development arising from the inspection was the recruitment of sufficient carers to meet the needs of all children referred to the service. Whilst Flintshire does well to attract foster carers there are challenges in ensuring we have a sufficient number of skilled foster carers to support older children and teenagers, including those with challenging behaviour. Flintshire is proactively working at a local, regional and national level to maximise the number of foster carers we can attract to meet local need.
1.05	Local Context
1.06	On any one day there are an average of 220 children looked after by Flintshire Social Services. 66% of our children are placed in foster care and the remaining children are placed with appropriate family/friends, placed for adoption, in residential homes, in independent living or placed with parents.

1.07	Over recent years there has been an increase in demand for placements for older children and young people which has led to an oversupply of carers of younger children and under supply for the higher age group. Work is taking place with existing foster carers who would normally take young children to encourage and support them to foster older children which, if successful, should complement the targeted initiatives to recruit new foster carers for older children and young people.
1.08	We currently have 117 foster carers, 36 of whom provide kinship care. Over the next 3 years our ambition is to recruit 30 new foster carers with a specific focus on carers who have the skills to support teenagers. This is an ambitious task. In line with national approaches the foster care assessment process in Flintshire usually takes 6 months. The application and assessment process is detailed to ensure that we attract the right people, with the right skills. In addition the Team also make Special Guardianship placements. Over the last 18 months the Team have made 28 of these placements.
1.09	As part our strategy to increase foster carers proposals are being developed for Flintshire County Council to become a 'Foster Friendly Employer'. This approach recognises that there are people within our existing workforce with the right skills and qualities to become foster carers for the organisation. Research by the Department of Education highlights that "it is possible to combine fostering with other work if fostering services and employers are supportive and flexible". Proposals will be developed through Cabinet to develop our HR policies to support foster parents in our employment.
1.10	Regional Context
1.11	The 6 North Wales authorities have been working closely to develop joint working between Local Authority fostering service, where there are advantages in a joint approach. Achievements include:
1.12	Online Marketing
1.13	They set up a regional website and are running a pilot to see if paid internet adverts that put the website at the top of search results to increase the number of enquiries to local authority fostering teams.
1.14	Fees and Payments
1.15	Following an options appraisal work will take place to analyse the current schemes and look at areas where streamlining could take place without significant additional costs or to detriment of foster carers. This work is due to be completed by October 2016.
1.16	Streamlining Processes
1.17	A draft more concise foster carer assessment form has been produced which combines the preferred elements of the forms currently in use.
1.18	When I'm Ready
1.19	A joint approach was taken to prepare a regional policy and training package for the six counties and to share knowledge and experience.

1.20	National Context
1.21	Welsh Government have endorsed a principle to develop a national framework for the delivery of fostering services. The central aim in establishing a National Fostering Framework is to ensure that the best quality foster care placements are available to all the children and young people who need them in order to reach their full potential and that foster carers are valued, supported and receive excellent training.
1.22	It is important to note that the approach to developing a National Fostering Framework recognises the benefit of delivering some fostering services on a national and regional level whilst retaining the advantages of localism and local accountability. There is an almost unanimous view that the statutory responsibility for children should remain within individual local authorities.
1.23	A national briefing note has been developed which is attached as Appendix 1. The briefing note: <ul style="list-style-type: none"> 1. Provides background information on work done to date on establishing a National Fostering Framework. 2. Sets out the 'case for change' and the reasons why a National Fostering Framework is needed. 3. Describes the programme undertaken in Phase One (2015-16) 4. Informs key stakeholders about the current position 5. Identifies the lessons learnt from establishing the National Adoption Service
1.24	The briefing note acknowledges that a National Fostering Framework is a means to an end and that its aims should to be: <ul style="list-style-type: none"> 1. Improvements in permanency planning for children and quality of placement provision 2. A more cogent and compelling and strategic intent in relation to fostering services 3. Increased collaboration and co-operation by all stakeholders 4. Greater transparency about performance of fostering services and efficient use of resources 5. Economies of scale, where appropriate, but with a respect for localism 6. More shared services in planning and commissioning 7. Consistent use of 'Best Practice' models for recruiting and supporting foster carers and 8. Closer links to research and evaluation
1.25	The work programme for the National Fostering Framework in 2016-17 includes: <ul style="list-style-type: none"> 1. Develop an agreed framework for allocating responsibilities at a national, regional and local authority levels and begin work on putting the appropriate structures in place 2. Develop a National Performance and Resource Framework to provide greater transparency about the performance of each local authority's fostering service and the efficient use of resources 3. Establishing a Welsh identity for local authority Foster Care, a

	<p>national approach to marketing and use of social media for recruitment and retention</p> <ol style="list-style-type: none"> 4. Achieve greater consistency in the use of Kinship Foster Care 5. Developing national arrangements for commissioning all placements, regardless of sector 6. Benchmarking best practice in Corporate Parenting across Councils and other public services, to improve outcomes for children and increase the resilience of foster placements
1.26	The Senior Manager for Children and Workforce has been nominated as a representative from the All Wales Heads of Children's Services on the National Fostering Framework Steering Group. This provides an opportunity to highlight the need for a National Service to bring value and support to local provision.

2.00	RESOURCE IMPLICATIONS
2.01	The development of a refreshed Corporate Parenting Strategy will be within existing resources. The development of the National Fostering Framework will require input from operational staff as part of workshops, and data collection to maximise local benefit.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Looked after children will be consulted as part of the development of the refreshed Corporate Parenting Strategy.

4.00	RISK MANAGEMENT
4.01	An impact/risk assessment of a National Fostering Services will need to be undertaken once there are clear proposals for the service.

5.00	APPENDICES
5.01	Appendix 1: National Fostering Framework: Briefing Note

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>http://www.ssiacymru.org.uk/resource/corporate-parenting-workbook-v2.pdf</p> <p>Contact Officer: Craig Macleod, Senior Manager Children and Workforce</p> <p>Telephone: 01352 701313</p> <p>E-mail: craig.macleod@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>(1) Looked After Children Looked after children are children and young people who are in public care and looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.</p> <p>(2) 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.</p> <p>(3) Corporate Parenting The Improvement and Development Agency has said "Corporate Parenting places collective responsibility on local authorities to achieve good parenting for all children in their care. It requires ownership and leadership at a senior level, and this includes all elected members."</p> <p>(4) Social Services Improvement Agency (SSIA) The SSIA is a specialist team dedicated to supporting improvement and transformational change within the social care system of Wales. The Agency offer a vital leadership role and work closely with organisations from across the public, third and independent sectors to drive improvement through shared innovation and close partnership working</p> <p>(5) When I am Ready From April 2016, young people in Wales will have a right to stay with their foster families beyond the age of 18. This arrangement is known as the When I am Ready scheme. A foster carer must agree to the arrangement</p> <p>(6) Kinship Care Kinship care refers to the care of children by relatives or, in some circumstances, close family friends. Relatives are the preferred resource for children who must be removed from their birth parents because it maintains the children's connections with their families.</p>

National Fostering Framework: Briefing Note

1. Introduction

1.1 In many ways, foster care is public care at its best. Foster carers have a beneficial impact upon many of the vulnerable children and young people who are looked after by local authorities. The central aim in establishing a National Fostering Framework is to ensure that the best quality foster care placements are available to all the children and young people who need them in order to reach their full potential and that foster carers are valued, supported and receive excellent training.

1.2 The purpose of this note is to:

- provide background information on work done to date on establishing a National Fostering Framework;
- reinforce the 'case for change', the reasons why a National Fostering Framework is needed;
- describe the programme undertaken in Phase One (2015-16);
- inform key stakeholders about the current position;
- identify the lessons learnt from establishing the National Adoption Service; and
- seek support, in principle, for involvement in creating a National Fostering Framework which is best equipped to address the challenges involved.

1.3 It is intended that the note should be used as the basis for reports or presentations to Cabinets, Scrutiny Committees, Corporate Parenting Boards, Regional Partnership Boards and other key bodies. All key stakeholders are encouraged to draw on it to inform and engage with colleagues who would have an interest in this collective enterprise.

2. Background Information

2.1 For some years, key stakeholders have advocated the need for greater collaboration across all sectors, to address strategically the growing concerns about the overall effectiveness and sustainability of fostering services in Wales. ADSS Cymru, WLGA, AFA Cymru and the Fostering Network were keen to play a part in taking this work forward. A case was prepared which outlined the potential contribution that could be made by developing a national framework for the delivery of fostering services and this was presented to the Welsh Government. The Minister for Health and Social Services endorsed this proposal and provided funding for Phase 1 in 2015-16 and later for Phase 2 in 2016-17. This project became one of the four major work streams within the Welsh Government's work programme to 'Improve outcomes for Children'.

2.2 A Reference Group was set up in 2015, with all the key stakeholders represented. It quickly produced a 'First Thoughts' paper which outlined the case for change, identified how we could achieve better partnership across the different sectors and presented some initial ideas about what could be delivered most effectively at national, regional and local levels. A wide-ranging consultation programme followed which provided opportunities to engage with young people, foster carers in local authorities and the independent sector, staff in local authorities and our public service colleagues. The mechanisms for engagement and consultation included:

- on-line surveys for foster carers and staff in all sectors, with leadership from the Fostering Network and local authorities;
- workshops with young people, provided by Voices from Care;
- an all Wales event for local authority managers, staff and public sector partners leadership for this event was provided by AFA Cymru; and
- attendance at existing forums and meetings, to meet directly with carers and providers

2.3 The outcomes of the work programme for 2015-16, including the messages from the consultation exercises, were brought together in the Phase One Report (Appendix 1). The case for change was almost universally acknowledged and there was a strong consensus about creating a National Fostering Framework. This reflected both the scale of people's concerns and also the need to support effective change, tackling some major challenges which can only be addressed at a strategic level. There emerged a wealth of ideas, views and opinions emerged about what a National Fostering Framework should look like and its likely components: increased co-ordination; more sector led improvements; a means of measuring, monitoring and improving performance and resource management; greater accountability; and a search for economies of scale where appropriate. It was seen as a means of ensuring that known concerns are addressed and of introducing greater consistency without sacrificing the acknowledged strengths and diversity of local accountability within the current system.

2.4 Above all, it was acknowledged that a National Fostering Framework is a means to an end and that its aims should be:

- improvements in permanency planning for children and quality of placement provision;
- a more cogent and compelling and strategic intent in relation to fostering services;
- increased collaboration and co-operation by all key stakeholders
- greater transparency about performance of fostering services and efficient use of resources;
- economies of scale, where appropriate, but with a respect for localism;
- more shared services in planning and commissioning;
- consistent use of 'Best Practice' models for recruiting and supporting foster carers; and
- closer links to research and evaluation.

3. The Case For Change

3.1 The work undertaken so far has overwhelmingly identified the need for urgent solutions to:

- growing concerns about the overall effectiveness and sustainability of fostering services in Wales;
- placement pressures and our current inability to consistently match needs and placement options to a good enough standard; and
- difficulties in recruiting foster carers and providing them with the range of skills and support needed for the complex and challenging work they undertake.

3.2 Significant investment of resources and staff time in each local authority has achieved some real improvements in some areas. However, this progress was not reflected in the overall national picture. The opportunities presented by the National Fostering Framework will help to promote cross-authority learning and to raise standards across all authorities.

3.3 In 2015, research published by the Fostering Network identified the need for an additional 550 foster care families in Wales. Over recent years, the total number of general foster placements across the whole of Wales has declined. The table below shows that the number of approved local authority foster carers was lower in March 2015 than it was in March 2012.

Number of approved local authority foster parents	Year ending
2,514	March 2015
2,596	March 2014
2,553	March 2013
2,524	March 2012

3.4 Given that the average age of a foster carer in Wales is fifty-five, we will need to recruit more carers just to stand still. There are many very positive initiatives and innovative ways of working by dedicated and committed staff groups in terms of recruitment, retention and support but they do not appear to be sustained or get picked up uniformly across Wales.

3.5 The work on performance and resourcing undertaken in Phase One work programme identified that our sources of information on fostering services are fragmented and sometimes difficult to access. The need to gather more performance information in relation to each local authority and to understand better the picture across Wales is recognised. Currently, every local authority has its own unique mechanism for collecting information about the performance of its

fostering service. The information they provide to Welsh Government annually, made available on the Stats Wales website, is more consistent. However, it has limited value in performance management terms.¹ The proposed National Performance Framework would enable detailed information to be gathered consistently for each local authority and nationally.

3.6 The number of children looked after by local authority foster carers and by independent sector foster carers has not changed significantly over the last three years. We know the cost of these placements across both sectors. The table below indicates the comparative expenditure between the cost and number of local authority placements and those in the independent sector.

All Wales gross expenditure for fostering services, excluding kinship foster care.

	2012/13		2013/14		2014/15	
Local authority foster care	£49,382,143	2,230 children	£46,566,444	2,240 children	£51,320,559	2,200 children
Foster care provision from the independent sector	£58,967,864	1,300 children	£58,470,061	1,275 children	£52,271,037	1,205 children

3.7 The cost per place of the foster placements in the independent sector appears to be double that of local authorities. Moreover, at the end of March 2015, 1,040 children were living in foster placements outside their local authority area; 710 of these placements were provided by an independent fostering agency. In summary, it looks as though the independent sector provides far more expensive placements, further away from a child's community and with all the potential problems associated with greater isolation - limited family contact, reduced oversight and difficulties in securing support from other agencies. There is no indication that this picture will alter significantly unless a more co-ordinated strategic intent is in place. The third sector

¹ Later in September, the Steering Group will undertake some further analysis of this data for the year 2015-16 to help each local authority understand their performance on a comparative basis.

fostering agencies have expressed a strong desire to develop stronger collaborative relationships with the local authorities that are distinct from the commercial sector.

3.8 The work during Phase One identified what we currently know about the performance of our fostering services but also some of the key information gaps.

- How many enquiries do we receive each year from people interested in becoming foster carers?
- How many foster carers are recruited each year?
- How many recruitment campaigns are held each year and what were the outcomes?
- How many foster carers had vacancies and were waiting for a child to be placed with them?
- How many enquiries to foster are received by the independent sector?
- How much do we spend on fostering fees and allowances?

3.9 Development of a national performance framework would provide us with opportunities to:

- have a consistent approach for collating a set of performance and resource management information;
- have access to performance and resource management information for benchmarking and improving fostering services;
- have a set of performance and resource management information that supports the evidence requirements for CSSIW inspections of Fostering Services;
- manage fostering services within a clear financial framework;
- understand what works best in the marketing and recruitment of foster carers;
- demonstrate improvements and raise standards nationally and locally.

4. Learning from other Regional and National Initiatives

4.1 Development of a National Fostering Framework takes place within the wider context of other services which are being remodelled within an approach that has greater national and regional elements. It is important that, while we benefit from the opportunities to deliver some fostering services on a national and regional level, we do not lose the advantages of localism and local accountability. There is an almost unanimous view that the statutory responsibility for children should remain within individual local authorities.

4.2 Some regional initiatives have taken place in recent years and again it will be important to draw on these examples. The South East Improvement Collaborative (SEWIC) have worked on development of a 'best practice model' in the recruitment of foster carers and some preparatory work on harmonisation of fees and allowances. North Wales has plans to deliver some elements of their fostering service on a regional basis: a consistent policy framework for

‘When I’m Ready’; harmonisation of fees and allowances; and better marketing of fostering services. In addition to these more formal approaches, there are a number of local examples of collaborative working between local authorities, most notably around training and Foster Panels.

- 4.3 The development of a National Fostering Framework will benefit from the experience and learning that can be gained from other national initiatives, such as the national approach for children’s advocacy Service and the National Adoption Service (NAS). The NAS has recently published its second Annual Report and so it is an opportune time to identify some of the headline benefits:
- an ability to see consistent performance information, nationally and regionally, which facilitates analysis of performance and making valid comparisons;
 - well-evidenced improvements in performance and greater clarity about areas where performance and service development is needed;
 - higher public profile and a recognisable brand for marketing purposes;
 - a mechanism in place for creating a coherent marketing strategy at all levels;
 - improved engagement with service users and opportunities for greater use of co- production methods in designing services;
 - greater accountability, ownership and interest;
 - the ability of local; government to provide leadership of a major change programme; and
 - a unified approach to improvement, with contributions from a wide range of local authority, 3rd sector and key partners.

It is equally important that we learn from what could have been done differently, with the benefit of hindsight:

- recognising that there is no “magic wand” and that collaboration is hard work requiring an investment of time, patience and persistence at many levels;
- identifying at an earlier stage the challenges around the resources required to set up the central team and the regional elements of the national service;
- the need for more capacity, to undertake the detailed work required around the governance arrangements; and
- the ability to marshal and direct some of the resources has to be shared.

5. The Work Programme for 2016-17

- 5.1 The Phase One Report 2015-16 has been produced, widely distributed to all key stakeholders, presented to the Welsh Government and its Strategic Steering Group to ‘Improve Outcomes for Children’ and discussed by relevant Cabinet Members via the WLGA . Welsh Government endorsed the work programme for Phase Two (2016-17) and approved a further grant. A real

momentum for change is building and it is important that these opportunities receive a positive response.

5.2A Strategic Steering Group has been established, with representation from Welsh Government, the WLGA, ADSS Cymru, the Fostering Network, AFA Cymru, Voices from Care, a Designated Doctor for Looked After Children, CAMHS, Education, the 4Cs and Cascade. This group provides strategic oversight and direction. Implementation of all of the recommendations is seen as being thought to be a two- to three-year work programme.

5.3 The work programme for 2016-17 includes:

- develop an agreed framework for allocating responsibilities at a national, regional and local authority levels and begin work on putting the appropriate structures in place;
- develop a National Performance and Resource Framework to provide greater transparency about the performance of each local authority's fostering service and the efficient use of resources;
- establishing a Welsh identity for local authority Foster Care, a national approach to marketing and use of social media for recruitment and retention;
- achieve greater consistency in the use of Kinship Foster Care;
- developing national arrangements for commissioning all placements, regardless of sector and building on the work of the 4Cs; and
- benchmarking best practice in Corporate Parenting across Councils and other public services, to improve outcomes for children and increase the resilience of foster placements

5.4A variety of methods is being used to take forward these proposals: working groups, workshops, national conferences, production of videos of young people talking of their experience of foster care; etc. Progress reports are produced on a regular basis to the Strategic Steering Group.

6. Recommendations

6.1A clear consensus has emerged that further progress depends upon Wales developing a far more cogent and compelling strategic intent in relation to fostering services, to address growing concerns about their overall effectiveness and sustainability. Continuation of the status quo is likely to be characterised by managed decline, especially when the operational and financial context for looked after children services as a whole is likely to be so challenging for the foreseeable future.

6.2 It is recommended that the principle of establishing a National Fostering Framework is accepted with more detailed reports on each of the recommendations being presented to all key decision makers and policy makers for consideration in due course.



SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th September 2016
Report Subject	Children's Service Update to Include Repeat Referrals in Child Services
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

A report was presented to Scrutiny in March 2016 outlining the key actions planned in response to the CSSIW inspection of Children's Services. These actions were summarised as:

- a) Implementing a revised structure with a focus on early intervention
- b) Developing our approach to assessment
- c) Taking measures to reduce re-referrals
- d) Implementing our quality assurance framework

This report provides Scrutiny with an overview of progress in these areas and confirmation that: a revised structure is now fully operational with an enhanced focus on early intervention; a new assessment framework has been developed; re-referrals are reducing; and our quality assurance framework is being taken forward.

RECOMMENDATIONS

1	Scrutiny Committee review the progress that is being delivered in response to the CSSIW inspection report, including progress in reducing and managing repeat referrals.
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REPORT DETAILS

1.00	EXPLAINING THE CHILDRENS SERVICE UPDATE TO INCLUDE REPEAT REFERRALS IN CHILD SERVICES
1.01	Implementing a revised structure with a focus on early intervention
1.02	The revised structure is now fully operational. A structure chart is attached as Appendix 1. All management post have been recruited to apart from one Senior Practitioner post within the Permanence and Court Team. The post leads on court work which is a specialised area of work. No suitable candidate was identified through interview processes and the post will be re-advertised. The post is currently being covered through an interim Officer arrangement until a suitably experienced candidate can be recruited.
1.03	The structure was delivered without redundancy with one management post being redeployed into an appropriate post on the same grade. The structure will be reviewed early next year to ensure that it is efficient and delivering the intended outcomes.
1.04	The newly formed Targeted Support Team is supporting children and families through prevention and early intervention. The Team seeks to prevent children requiring formal statutory social services intervention and/or support children to step-down for formal services. The Team is very busy and has had an influx of work. There is currently a waiting list for access to support with systems in place to prioritise referrals. The demand for the service will be kept under review and analysed to establish a baseline of need and resource requirements.
1.05	The development of early intervention will be strengthened through proposals to develop an Early Intervention Hub commissioned through the Public Service Board. The Hub is a multiagency concept being developed with the Police, Health and Education and the voluntary sector. This service will in time provide the children and families of Flintshire a supportive option in allowing service users and their families more independence in seeking out their own support services by advocating more choice for our families and equally less statutory responsibility on the limited resources of the Local Authority.
1.06	Developing Our Approach to Assessment
1.07	A Single Assessment document has been developed. The Single Assessment is designed as a framework for Practitioners to undertake a proportionate assessment that assists families and staff in identifying the outcomes children and families want, the barriers to achieving these, and the support that can provided to promote the well-being and safety and children and young people. The document has been revised following a pilot across Teams and final recording guidance is being developed to accompany the tool.

1.08	Taking Measures to Reduce Re-referrals
1.09	The Duty and Assessment Team has now been renamed to the Children's First Contact Team (CFCT), which is Flintshire County Council's front door to children's statutory services provided by the Local Authority. The CFCT has the responsibility to triage all referrals and apply a risk analysis as to whether children are at risk of significant harm (child protection) or requiring some type of support services under the auspices of Child In Need services.
1.10	Referrals are received either electronically, by post or by telephone. The "front door" process of the CFC Team is to read and identify from each referral what intervention is required. This involves electronic data base checks to establish any previous or identical concerns and likewise any previous intervention already having been offered. Having gained this information a decision for checks with other agencies such as Health or Education are undertaken before a final decision is determined on the course of action to be implemented. Not all referrals require further action but are recorded on Flintshire County Council's data base as 'information only' with no further actioned required.
1.11	Between June 2015 and June 2016 – 3056 referrals and 2955 contacts were made to the CFCT. The largest referral source to Children's Services is via North Wales Police. As stated within the All Wales Child Protection Procedures all referrals received by the Local Authority require a decision to be made on each referral within a 24 hour period.
1.12	The re-referral rate for Wales into Children's Service for the past year was 22%. Flintshire's figure for the same period was 26.2% which has decreased to 20.2 % for the past year. It is worth noting that the reported repeat referral rate is of course dependent on what we define as a referral, and this has changed over the last few years, as informed by leading practice.
1.13	The Performance Indicator measures any referral that comes in on a case which has had a previous referral within 12 months, regardless of the action taken on the first referral, and regardless of the source of the referral (for example, if a referral is received from the police on a Monday and a referral about the same incident is received on the Tuesday, this would be counted as a repeat referral).
1.14	The original intention of the repeat referral Performance Indicator was to highlight cases which have come back because the work done first time round was insufficient. Welsh Government have come round to thinking that this is not a robust indicator (for the reasons above) and are moving to a new indicator which measures re-assessments; i.e. where an assessment is requested on a case which has previously been the subject of an assessment, from the same referrer. "Assessment" in this case means any referral which results in "advice or assistance" as defined in the 2014 Act, but excludes the 'information only' referrals which have previously skewed our figures.
1.15	Ideally, if the new performance indicator was to be measured as the Welsh Government suggests, then re-referrals would only present each time a new Social Work assessment was commenced.

1.16	As previously outlined the work of the Targeted Support Team, and the development of an Early Intervention Hub, will help to enhance our early intervention response and, in time, reduce re-referral rates.
1.17	Implementing Our Quality Assurance Framework
1.18	We have developed a quality assurance framework that draws together quantitative and qualitative information to provide an assessment of the quality and performance of our services. The framework includes the new measures prescribed by the national outcomes framework which includes issuing a prescribed questionnaire to all children and young people about their experience of social care. We have undertaken a pilot of this approach to help gain early insight into the experiences and views of children and young people. It had been intended that the responses would form part of our quarterly performance reporting. Welsh Government stipulate a written questionnaire must be used and unfortunately this format has generated 1 response from 46 questionnaires issued as part of the pilot. We will be reviewing how we improve response rates within the framework that has been set for us.

2.00	RESOURCE IMPLICATIONS
2.01	The proposed structure was delivered within the profiled staffing budget for the service. This budget profile incorporates agreed efficiencies of £132k for the service in 2016/17.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Comprehensive consultation on the new structure was undertaken with staff and Unions.

4.00	RISK MANAGEMENT
4.01	The operating structure was been designed to respond to the CSSIW inspection recommendations and to mitigate associated risks. The structure will be reviewed in February 2017 to ensure its objectives are being met.

5.00	APPENDICES
5.01	Appendix 1: Operating structure for Fieldwork and Resources services

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None:</p> <p>Contact Officer: Craig Macleod Telephone: 01352 701313 E-mail: craig.macleod@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>The Care and Social Services Inspectorate Wales</p> <p>CSSIW 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. In May 2015 CSSIW undertook an inspection of Children’s Services in Flintshire. CSSIW made 12 recommendations for continued service development and improvement.</p>

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Ray Dickson
Service Manager
Fieldwork

Craig Macleod
Senior Manager
Children's Services & Workforce

Peter Robson
Service Manager
Permanence

Andrew
Drummond
Team Manager
Targeted Support

Karen Edwards
Team Manager
Children's First
Contact

Ruth Hale
Team Manager
Family
Intervention Team

Ronnie McMahon
Team Manager
Permanence &
Court Team

Jenny Frost
Team Manager
Fostering

Marie Marlow
Team Manager
IFSS

Rhiannon
Edwards TAF

Carolyn George
Senior Prac
First Contact

Amber Jones
Senior Prac
Child Protection

Graham Roberts
Senior Prac

Suzanne Johnston
Senior Prac
Fostering

Nicki Denton
Senior Prac
Section 47

Pam Frith
Senior Prac
Child Protection

Jo Westwood
Senior Prac

Jane Turvey
Senior Prac
Children in Need
05. post

Jane Turvey
Senior Prac
0.5 post

Senior Prac
Court

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th September, 2016
Report Subject	Improvement Plan 2015/16 Year-end Progress
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Social & Health Care Overview & Scrutiny Facilitator
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the fourth quarter/year end of 2015/16 focusing on the areas of under performance relevant to the Social & Health Care Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

RECOMMENDATION

1	That the Committee consider the 2015/16 Quarter 4/Year End Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	EXPLAINING THE QUARTER 4/YEAR END IMPROVEMENT PLAN MONITORING REPORT
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	The detailed sub-priority report, shown at Appendix 1, is in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	<p>CAMMS has been purchased to provide benefits which include:</p> <ul style="list-style-type: none"> • 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; and • dynamic, exception based reporting with dashboards and standard reports.
1.04	<p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><u>Performance</u></p> <ul style="list-style-type: none"> • RED – equates to a position of under-performance against target. • AMBER – equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN – equates to a position of positive performance against target. <p><u>Outcome</u></p> <ul style="list-style-type: none"> • RED – equates to a forecast position of under-performance against target at year end. • AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end. • GREEN – equates to a forecast position of positive performance against target at year end.
1.05.	<p>Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The overall analysis showed that:-</p> <p>One risk increased slightly in significance during 2015/16:</p> <ul style="list-style-type: none"> • Living Well: Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care, Integrated Care

	<p>Fund and Primary Care Funds.</p> <p>The refreshed strategic direction and locality focus for the Betsi Cadwaldr Health Board should improve this risk over time.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 4/year end and the detail is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 4/Year End Improvement Plan Progress Report – Living Well.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p><u>Improvement Plan 2015/16</u></p> <p>http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Margaret Parry-Jones Environment & Social Care Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702427</p> <p>Email: 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.

7.02	<p>CAMMS – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS.</p> <p>http://cammsgroup.com/</p>
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Annual Performance Progress Report 2015/16

Flintshire County Council



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Print Date: 05-Jul-2016

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

1. Delivering the Dementia Awareness training to all care homes by September 2015 - We have delivered 5 initiatives through the dementia awareness programme and can report the following progress: Voucher Scheme- Session in Music/ Happy Time Activities completed by providers for EMI Care Homes Training for Care Staff- All training and Follow up session completed in Dance Circles/ Dementia Gardening. Equipment loans and delivery support- On going access to resources and 'Never Ending Story' with both resources and delivery support booked till January 16 Memory Cafes - 5 Memory Cafes established in Mold, Holywell, Mostyn, Flint and Buckley. With Care Homes attending and invited to every cafe. Sustainability Event of above services arranged for November 15 with all EMI Care Homes 2. Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Friends' by March 2016 -The project is being delivered by Age Connects North East Wales using a pool of existing volunteers. Training is on-going and volunteers are starting to set up regular visits to homes. Their progress will be reported through the Quality Circle. Q4 Update: 6 volunteers now trained and active, visiting 4 care homes. 3. Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015 - Pre placement agreements have been sent to all care homes in Wales who have a Flintshire funded placement. the agreed start date was 1.6.15. We have received a challenge against the pre placement agreement from a home owner in Wrexham, following legal advice we have extended the date for return to 30.09.15 However approximately 80% of contracts have been returned signed 09/10/15 Challenge from provider in Wrexham is still on-going and the region have sought legal advice, a decision is to be made about making small amendments to 2 clauses Q3 progress: A sustainability Event was completed successfully with the full attendance of Care Homes, residents and providers. 2 projects were arranged for Care Homes to build upon dementia awareness and sustainability of the Voucher Scheme. Planned Projects include a Small Grant competition for enhanced environments in technology, reminiscence resources and outside space, and a Voucher scheme project enhancement using a Buy one Get one free model from providers via ICF funding. Q4 update: All homes contracting with FCC have now signed pre-placement agreements.

Last Updated: 05-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The baseline for the existing access routes for obtaining information, advice and access to community services has been completed and there is recognition for the benefit of

introducing a Single Point of Access for citizens and professionals alike. We are progressing our action plan in readiness for the implementation of the Single Point of Access and our duties under the Social Services and Wellbeing Act, as follows: 1. Adoption of outcome focused and person centred 'front door' approach to assessment. 2. Review of working practices to reflect the new approach and documentation. 3. Roll out of training and support programme to support staff to confidently offering information, advice and assistance. 4. Supporting the population of the new DEWIS Directory of Services (DoS). In terms of the SPOA position, the above actions remain in place and are on going. BCUHB have appointed to the area director post and strategic discussions should provide a clearer indication of when BCUHB are likely to deploy resources to SPOA. Dewis had had a soft launch across North Wales. A Flintshire information network is established, they will lead and oversee the continued population of information . The pilot of the night support service is underway and monitoring has taken place. A review of the pilot has been undertake as part of phase 1. Phase 2 will seek to establish the business benefits, e.g. cost effective, sustainable with flexible service model, dependent on the development agreements funding . January update: Health and Social Care staff are using the "What Matters" conversation at the front door, and progress is being made on getting the new documentation into Paris. There is a plan in place that links with the Act. We are continuing to support DEWIS and encouraging staff to use it. There will be a Phase 2 review of Night Time Support by the end of March 2016.



Last Updated: 31-May-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Strengthen and enhance prevention and early intervention services for vulnerable children and families.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Quarter 4: The new operating structure has been formed with key management posts filled and recruitment processes in place for all additional vacancies. A Targeted Support Team has now been established which provides early intervention and targeted support. Quarter 3: A proposed operating structure has been developed in consultation with staff and the unions. Arrangements are in place for the proposed structure to be formally endorsed and implemented. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services. A report on progress will be submitted to Scrutiny in March as part of an overall update on progress in responding to the CSSIW inspection recommendations. Quarter 2: A new structure for Children's Services has been developed and is currently out for consultation with all staff. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Continue integrating community based health and social care teams to provide consistent service across localities.	Janet Bellis - Localities Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Awaiting response from Health colleagues re organisation of community services. Q3 update: Health are looking at a site in Connah's Quay, although co-location is now unlikely to be achieved by March 2017. Q4 update: Co-location has not been achieved in Connah's Quay; however, negotiations are continuing and the identified site is still an option.



Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Consultation events with Vol orgs held March to July 2015 Wider consultation with all Flintshire Carers arranged for September 2015 Notification to Providers to end current contract and develop new contracts from April 2016 Final consultation with carers October 19th. Tender process to follow. March 2016 update: Draft tender specification is out for stakeholder comment. Contracts will be in place by September 2016.

Last Updated: 26-May-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Quarter 4: Projects continued to run well with additional funding from Welsh Government for January - March being utilised to ensure that demand could be met for example in relation to additional use of Step Up Step Down Beds . The budget was balanced at the end of the financial year. Planning for 16/17 gathered pace as further announcements and guidance relating to additional funding was made available by the Welsh Government, with discussions taking place at Senior Management/Chief Officer level within the Health Board and Local Authority to ensure that funding was directed appropriately in line with strategic and operational priorities. Quarter 3: Projects are running well with governance arrangements in place to assess and evaluate performance. Arrangements are in place for determining the allocation of funding for 16/17 to support effective intermediate care services with proposals to support and sustain existing services where there are specific pressure points. This includes the potential for supporting high quality Care Home provision and independent sector domiciliary support which plays an integral role in reducing pressures on hospital in terms of admissions and facilitating timely discharge. Quarter 2: All projects are live with governance arrangements in place to assess and evaluate performance. Joint 'East Division' planning sessions have taken place with Health, GP's and Wrexham LA to set an agreed vision for services in the area, including how ICF funding can be effectively deployed in future years. This work will inform funding priorities for 2016/17 onwards as part of a



strategic approach to bringing together services to support people in the community with effective interfaces with hospitals. Detailed quarterly performance reports incorporating quantitative performance data as well as case studies are produced and submitted to Welsh Government.

Last Updated: 02-Jun-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: There is now an established Safeguarding Unit operational that covers both the adults and children's safeguarding processes and functions. The Unit is located in the Flint offices and has close contact with operational services in both Adults and Children's. Consideration is currently being given to the appointment of a dedicated Safeguarding Unit manager Last Updated: 23-Feb-2016							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Prepare for the new and additional safeguarding requirements of the SSWB Act.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: New Codes of Practice and Regulations legislation for safeguarding contained within the Social Services & Wellbeing Act (Wales) has been received March 2016. The North Wales Safeguarding Board and its associated groups are planning implementation of the new requirements. Flintshire's Safeguarding Unit are also working through the Codes of Practice and Regulations to ensure we are compliant with the new legislation. The Flintshire Corporate Safeguarding Panel now meets quarterly and each portfolio safeguarding champion is conducting a self assessment against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. Last Updated: 20-Apr-2016							




ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Named safeguarding leads have been identified by each Chief Officer and they attend Corporate Safeguarding Panel which now meets quarterly. A self assessment is being completed against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils' and once complete will be presented to the appropriate Scrutiny Committee.

Last Updated: 20-Apr-2016


Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M01 (SCAL/025) Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	No Data	100	N/A	50	 GREEN
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Nicki Kenealy - Contracts Team Manager Aspirational Target: 50.00 Progress Comment: All 16 homes on the Person Centred Care programme are using the One Page Profile.</p> <p>Last Updated: 08-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	3	3	↔	3	 GREEN
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Nicki Kenealy - Contracts Team Manager Aspirational Target: Progress Comment: There are 3 care homes who are deemed to be services of concern by CSSIW</p> <p>Last Updated:</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	2	0	↑	2	 GREEN

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Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Nicki Kenealy - Contracts Team Manager
Aspirational Target:
Progress Comment: Zero homes are in Escalating Concerns


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M04 (SCAL/023) - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	77.81	85.46	▲	75	 GREEN

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:

Progress Comment: The outturn is slightly down on the last quarter but we are still well on track to meet our target at the end of this year.




Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1M05 (FS/002) The percentage of service users who say that the advice and assistance received from the Family Information Service (FIS) enabled them to make an informed decision about childcare and family support.	97	100	▲	87	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Peter Wynne - Information Service Manager
Aspirational Target:

Progress Comment: During Q3, 402 tailored packages of information were provided to customers. Of these, 129 were sent a customer survey form and 19 responses were received, equivalent to 15%, of which 100% confirmed that they were able to make an informed decision about childcare and / or family support services from the advice and / or assistance received from the service. The FISF Service is planned to relocate to the Flint Office in January 2016 to increase partnership working between Social Services for Children, Housing and Adults with Learning Disabilities.


Last Updated:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M06 (SCAL/030) Support people effectively through the use of 'step up and step down' beds	90	147	↑	90	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: A further 65 people were admitted between January and March, making the total number of people supported in the year 157, with 147 being new admissions in the year. Last Updated: 02-Jun-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M07 (SCAL/026) The number of care homes in Flintshire signed up to the Six Steps to Success.	No Data	69	N/A	N/A	
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Nicki Kenealy - Contracts Team Manager Aspirational Target: Progress Comment: 22, inc 2 extra care facilities. They have completed the programme and will be awarded the accreditation in June 2016. Last Updated: 26-May-2016</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M08 (SCA/018c) - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	86.14	88.92	↑	82	 GREEN

Page 1



Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00
Progress Comment: Because of the paper pilot in line with the implementation of the integrated assessment framework we have been unable to collect reliable data for carers' assessments/ services for Quarter 4. New data collection processes are being implemented to ensure that we can capture all relevant data going forward.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M09 (SCAL/029) Dementia Respect Empathy and Dignity (RED) project within GP surgeries	No Data	19	N/A	50	 RED


Lead Officer: Lin Hawtin - Commissioning Manager
Reporting Officer: Luke Pickering-Jones - Planning Officer
Aspirational Target:
Progress Comment: 3 GP Surgeries signed up in flintshire via Alzheimer's Society
 Average of 20 people in 12 months accessed the service
 Average of 17 people in 12 months signposted to other organisation
 Alzheimers Society Leaflets provided to all individuals accessing the service
 Average of 12 volunteers recruited

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	2.05	3.39		2	 AMBER


Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: All delays are notified by Health to Locality Services monthly or more frequently, so that steps can be taken to ensure timely discharge. A significant number of delays this year were due to people waiting for mental health placements.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	98.91	100	↑	98	 GREEN


Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: In all cases the level of risk was managed.

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M12 (SCC/014) – The percentage of initial child protection conferences held within 15 days of the strategy discussion.	97.84	86.3	↓	95	 RED



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 98.00
Progress Comment: Conferences for 3 families were held outside timescales due to capacity in the calendars of the conference chairs.

Last Updated: 02-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M13 (SCC/034) – The percentage of child protection reviews completed within timescales.	100	99.24	↓	98	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment:</p>					

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services			↓	Closed
<p>Potential Effect: Increasing demand on statutory services. Management Controls: Regular performance and activity data is produced to continually monitor and project service demand. Roll out of Integrated Assessment - Action Plan "Preparing for the new Act" Review of our funding arrangements with the voluntary sector to help us ensure that we target resources in ways that enables the voluntary sector to provide early support to people and reduce/delay the need for statutory intervention. Launch of remodelled website with a clear message about accessing universal and community networks for support. Progress Comment: We continue to collect and use robust data to monitor and project service demand. Co-production of new services with the voluntary sector to meet future demands for early intervention has been completed. A new service specification with the voluntary sector is being developed, to go out to the market in Spring 2016. Training for practitioners and support staff to introduce new ways of working in line with the Act has been commissioned and is being rolled out over the next 6 to 9 months.</p> <p>Last Updated: 01-Jun-2016</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open
<p>Potential Effect: Negative impact on reputation of the Council.</p> <p>Management Controls: Contract monitoring in place Good relationship with CSSIW Good relationships with providers</p> <p>Progress Comment: Residential Review of the whole sector in Flintshire has been considered by a special Scrutiny Committee, including representatives from BCUHB and independent sector providers, with recommendations to be taken forward strategically in order to sustain the sector for the future. The risk remains the same.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.	Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager	Green	Green	↔	Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and Council does not transfer smoothly; eg. CHC, ICF, Primary Care funds	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↑	Open
<p>Potential Effect: Increased costs to the Council</p> <p>Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated / integrated.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services
Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.
Progress Comment:
 Last Updated: 06-Apr-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Open

Potential Effect: Criticism from Regulator
Management Controls:
Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adults, young people and children are not sufficiently safeguarded.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Closed

Potential Effect: Criticism from regulator
 Negative impact on reputation of Council
Management Controls: Establish wider ownership and governance of safeguarding across the authority whilst streamlining its management
Progress Comment:



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th September, 2016
Report Subject	Performance Report 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Social & Health Care Overview & Scrutiny Facilitator
Type of Report	Strategic

EXECUTIVE SUMMARY

This is the first of two reports relating to the Council's performance during 2015/16. This first report provides an analysis of the Council's progress towards the national indicators that are set by Welsh Government.




Improvements against last year's trends and achievement of targets is visible for most service areas represented by national data sets. Data has yet to be externally validated; however, initial indications are positive.

The Annual Performance Report will be produced in September for Cabinet and County Council approval. All national data will have been validated by this time and the Council's comparative performance position in Wales will be known.

RECOMMENDATIONS

1	That the Committee consider the Performance Report 2015/16, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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REPORT DETAILS

1.00	ANALYSIS OF NATIONAL INDICATOR TRENDS AND ACHIEVEMENTS OF TARGETS.
1.01	The two groups of national performance indicators set nationally are collected and reported upon by each local authority; these include the National Strategic Indicators (set by Welsh Ministers) and the Public Accountability Measures. Data against these is submitted in May to the Local Government Data Unit for validation and a final set is published in September alongside comparative positions of other councils.
1.02	<p>The attached Appendix 1 provides trend analysis from last year and progress against target for the indicators relevant to the Social & Health Care Overview & Scrutiny Committee. Where a trend analysis is not shown indicates that the indicator may have changed over time and is not comparable. Similarly, where a target RAG status is not shown it is because it is not appropriate to set a target, but trends are monitored instead.</p> <p>Analysis of trend performance (2015/16 against previous years) is shown with an arrow: to indicate upward trend </p> <p>: to indicate downward trend </p> <p>: to indicate stability / no change </p> <p>Analysis of progress of performance against target is shown using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where targets have been missed by a set variable amount. • GREEN equates to a position of positive performance against target.
1.03	<p>Good performance has been noted in the following areas where both trend has improved and target met or exceeded:</p> <ul style="list-style-type: none"> • Older people helped to live at home • Adult referrals where risk was managed (100%) • People aged 65+ supported in care homes • Initial assessments by qualified social workers • Young carers assessments (100%) • Young people formerly looked after (i) in contact with the authority (100%) (ii) in suitable accommodation • Children with pathway plans in place (100%) • Children's timeliness of reviews <p>Indicators where trend has not shown an improvement and/or targets have been missed significantly (i.e. RED) include the following.</p>

	<ul style="list-style-type: none"> • Adults with care plan reviews (trend) • Rate of delayed transfers of care (trend) • Carers offered assessments (trend) • Stability in school of children looked after (trend) • Looked after children, external qualifications point score (trend and target) • Days to deliver Disabled Facilities Grants (target) <p>Narrative is provided in the appendix against each indicator to explain the performance over the year.</p>
1.04	<p>Consistently good performance has been recognised in the draft Annual Improvement Report for 2014/15 produced by the Auditor General for Wales. The current draft refers to:</p> <p><i>“The Council’s performance relative to other councils in Wales improved significantly. The proportion of indicators where performance was better than the national average improved from 51 per cent in 2013-14 to 62 per cent in 2014-15 and a higher proportion of national indicators were in the top half – 60 per cent in 2014-15 compared to 54 per cent in 2013-14. Data from the National Survey for Wales reinforces this view of relative performance. The Council was one of only three councils in Wales where public perceptions about the quality of services did not deteriorate between 2013-14 and 2014-15. This moved the Council up from seventh out of 22 to second in 2014-15, for that specific aspect of the survey.”</i></p> <p>The final Annual Improvement Report will be reported to Cabinet and other relevant Committees in July.</p>
1.05	<p>A review of the set of National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) during 2016/17 is being co-ordinated by the Welsh Local Government Association (WLGA). This is to explore options for a new performance framework for the new municipal term set within the context of the new National Wellbeing indicators.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>Overview and Scrutiny Committees have been involved in quarterly performance progress reports.</p> <p>The Audit Committee receives twice yearly Improvement Plan risk reports.</p>

4.00	RISK MANAGEMENT
4.01	Risks are one of the key elements in the Improvement plan and are reported upon quarterly.
4.02	Other performance or project risks aligned to service and business plan priorities are also captured. Consistency of approach for data validation continues to be a risk when comparing across other authorities. Our trend performance however can be strongly relied on showing year on year progress using our consistent approaches for data collection and validation.

5.00	APPENDICES
5.01	Appendix 1: Performance Progress Report 2015/16 Part 1: National Strategic Indicators and Public Accountability Measures – relevant to the Social & Health Care Overview & Scrutiny Committee.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer:- Margaret Parry-Jones Overview & Scrutiny Facilitator Telephone:- 01352 702 E-mail:- Margaret.parry-jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<u>National Strategic Indicators (NSIs):</u> statutory indicators set by Welsh Ministers
7.02	<u>Public Accountability Measures:</u> local authority owned measures designed to contribute to public accountability
7.03	<u>Welsh Local Government Association (WLGA):</u> represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales and the 3 fire and rescue authorities; 3 national park authorities are associate members. The WLGA's primary purposes are to promote better local government and its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.



Performance Progress Report 2015/16


Part 1: National Strategic Indicators (NSI) and Public Accountability Measures (PAM) – Appendix 1


Flintshire County Council


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Print Date: 15-Jun-2016


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	2.13	3.4	↓	2	 AMBER
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 2.00 Progress Comment: All delays are notified by Health to Locality Services monthly or more frequently, so that steps can be taken to ensure timely discharge. A significant number of delays this year were due to people waiting for mental health placements. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	98	100	↑	98	 GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: In all cases the level of risk was managed. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/002a The rate of older people aged 65 and over helped to live at home per 1000 population aged 65+	51.36	51.44	↑	N/A	
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: The reablement programme is helping to keep the rate of people receiving services on a day low. We report this as management information and do not set a target for this measure. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/002b The rate of people aged 65 and over whom the authority supports in care homes per 1000 population aged 65+	16.02	13.2	↑	17	 GREEN
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 17.00 Progress Comment: Use of Integrated Care Fund (ICF) monies to fund the provision of short term beds has helped to keep the number of people in residential care low.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/004 The percentage of children Looked After on the last day of the period who have had three or more placements during the year – SNAPSHOT on last day of period.	7.24	7.04	↑	6.5	 AMBER
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 5.60 Progress Comment: Performance has improved since last year; most placement moves are planned and reasons for placement breakdown are monitored.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/007 The percentage of adults with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year. (rolling year)	98.21	97.52	↓	98	 AMBER
<p>Lead Officer: Janet Bellis - Localities Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 98.00 Progress Comment: Slight dip in performance but impacted by a reduction in the number of reviews counted, due to difficulties with receiving monitoring information from Health.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCA/018a The percentage of identified carers of adult service users who were offered an assessment in their own right during the year.	92.27	89.88	↓	94	 AMBER
<p>Lead Officer: Lin Hawtin - Commissioning Manager Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 96.00 Progress Comment: Because of the paper pilot in line with the implementation of the integrated assessment framework we have been unable to collect reliable data for carers' assessments / services for Quarter 4. New data collection processes are being implemented to ensure that we can capture all relevant data going forward. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/002 The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	18.2	13.38	↓	10	 AMBER
<p>Lead Officer: Liz Barron - Business Planning & Project Co-ordinator Reporting Officer: Liz Barron - Business Planning & Project Co-ordinator Aspirational Target: 10.00 Progress Comment: Professionals work to retain placement stability where possible. Only extreme personal circumstances would dictate a move.</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/011a The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by a qualified Social Worker.	77	85.3	↑	80	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 85.00 Progress Comment: Annual performance was above target and a significant improvement on the previous year.</p> <p>Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/011b The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by a qualified Social Worker.	57	52.6	↓	59	 AMBER
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 62.00 Progress Comment: There may be a number of reasons why children are not seen alone; this information is collected and verified with managers. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/025 The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	85.37	91.67	↑	93	 AMBER
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 95.00 Progress Comment: Teams have been working to improve the timeliness of statutory visits to looked after children. In Q4, 91.7% of visits were carried out within timescales; however performance throughout the year has been impacted by capacity within the teams. The new structure in Children's Services should result in better performance going forward. Last Updated: 14-Jun-2016</p>					


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/030a The percentage of young carers known to Social Services who were assessed in the period	100	100	↔	100	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: Progress Comment: The Service Level Agreement with Barnardos has been revised; they have increased their capacity to provide assessments and services. Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033d The percentage of young people formerly looked after with whom the authority is in contact at the age of 19,	88.89	100	↑	90	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: All 19 year old care leavers were in contact with the authority.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033e The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be in suitable accommodation,	87.5	100	↑	90	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: All 19 year old care leavers were in suitable accommodation.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/033f The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and known to be engaged in education, training or employment	87.5	87.5	↔	75	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 87.00 Progress Comment: Two 19 year old care leavers were not in education, training or employment in quarter 1. This cohort included two young women who had recently given birth.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/041a The percentage of eligible, relevant and former relevant children that have pathway plans as required. SNAPSHOT on last day of period	100	100	↔	100	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 100.00 Progress Comment: All care leavers had pathway plans as required on the last day of the period.</p> <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
SCC/045 Timeliness of reviews for children (incl. CP/LAC and CIN)	86.32	97.18	↑	90	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Performance Lead – Social Services Aspirational Target: 95.00 Progress Comment: Teams have been working on improving the timeliness of child in need reviews, which has resulted in improved performance for reviews across the board. In quarter 4, performance for all reviews was 97.2%.</p> <p>Last Updated: 14-Jun-2016</p>					

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 September, 2016
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Social & Health Care Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

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 20 October 2016 10.00 a.m.	Flintshire Local Voluntary Council	To receive an update on social care activity within the third sector.	Awareness Raising/Assurance	Chief Officer Social Services	13 October 2016
	Co-design of community disability services	To raise awareness of working co-productively with the voluntary sector with regard to learning disability services and to inform Members of the key outcomes.	Awareness raising	Christy Jones	
	Governance of Part 9 Regional Partnership Board	To advise Members of the proposals for the Regional Partnership Board (Social Services and Wellbeing Act 2014)	Awareness Raising	Chief Officer Social Services	
	Q1 Improvement Plan Monitoring Report	To enable Members to fulfil their scrutiny role in relation to performance monitoring	Assurance/Monitoring	Facilitator	
Thursday 24 November 2016 2.00 p.m.	Team around the Family	To receive an update on the Team around the family	Awareness Raising	Senior Manager: Children and Workforce	17 November 2016
	Dementia Services	To receive an update on Dementia work in Flintshire	Assurance/Monitoring	Luke Pickering-Jones	

	Population needs assessment	To receive a summary of the outcomes of the population needs assessment for Flintshire	Awareness Raising	Christy Jones	
Tuesday 13 December 2016 2.00 p.m.	Budget Consultation		Budget Options Consultation	Chief Officer Social Services	6 December 2016
Thursday 22 December 2016 10.00 a.m.	Quarter 2 Improvement Plan Monitoring Report	To enable members to fulfil their scrutiny role in relation to performance monitoring	Assurance	Facilitator	15 December 2016
Thursday 19 January 2017 10.00 a.m.	(Budget Consultation)		Budget Options Consultation	Chief Officer Social Services	12 January 2017
Thursday 26 January 2017 2.00 p.m.	Update on Delayed Transfer of Care	To receive an update on Delayed Transfer of Care data for Flintshire	Monitoring	Chief Officer: Social Services	19 January 2017
Thursday 2 March 2017 10.00 a.m.	Quality Assurance report	To be confirmed	Assurance	Senior Manager: Children and Workforce	23 February 2017
	Quarter 3 Improvement Plan Monitoring Report	To enable members to fulfil their scrutiny role in relation to performance monitoring	Assurance	Facilitator	
	Transition arrangements	To be confirmed	Assurance	Chief Officer: Social Services	

Thursday 6 April 2017 2.00 p.m.					30 March 2017
Thursday 15 June 2017 2.00 p.m.	Safeguarding 21016/17 Year End Reporting and Improvement Plan Monitoring	To enable members to fulfil their scrutiny role in relation to performance monitoring	Assurance	Chief Officer Social Services Facilitator	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)