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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Contact Officer:
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To: Councillor Carol Ellis (Chair)

Councillors: Mike Allport, Marion Bateman, Andy Dunbobbin, Gladys Healey, Cindy Hinds, Andrew Holgate, Kevin Hughes, Rita Johnson, Mike Lowe, Dave Mackie, Hilary McGuill, Martin White, Ian Smith and David Wisinger

14 July 2017

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, 20th July, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1   APOLOGIES

Purpose: **Purpose:** To receive any apologies.

2   DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: **Purpose:** To receive any Declarations and advise Members accordingly.

3   MINUTES (Pages 5 - 6)

Purpose: To confirm as a correct record the minutes of the meeting held on 15 June 2017.

4   IMPROVEMENT PLAN 2016/17 OUTTURN REPORT (Pages 7 - 34)

Report of Social and Health Care Overview & Scrutiny Facilitator - Cabinet Member for Corporate Management and Assets

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

5   **COUNCIL PLAN 2017-23** (Pages 35 - 86)

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: To consider the targets and milestones in the Measures and Milestones document, the Council (Improvement) Plan 2017-23 and provide feedback to Cabinet prior to adoption by the County Council for final publication.

6   **CSSIW PERFORMANCE REVIEW OF FLINTSHIRE COUNTY COUNCIL SOCIAL SERVICES** (Pages 87 - 94)

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

Purpose: The annual letter from Care and Social Services Inspectorate Wales (CSSIW) relates to the period April 2016 to March 2017 and is informed by CSSIW's inspection, performance review and engagement activity during the year.

7   **FLINTSHIRE EARLY HELP HUB** (Pages 95 - 104)

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

Purpose: To update on new multi-agency arrangements for early intervention to address adverse childhood experiences

8   **COMMENTS, COMPLIMENTS AND COMPLAINTS** (Pages 105 - 126)

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

Purpose: To consider the Annual Report

9   **YOUNG CARERS** (Pages 127 - 164)

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

Purpose: To inform members of changes to Young Carers Services and outline the strategy moving forward

10   **ROTA VISITS**

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

11   **<u>FORWARD WORK PROGRAMME (SOCIAL & HEALTH CARE)</u>** (Pages 165 - 172)

Report of Social and Health Care Overview & Scrutiny Facilitator - Not Applicable

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

Yours sincerely

Robert Robins
Democratic Services Manager

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE
15 JUNE 2017

Minutes of the meeting of the Social & Health Care Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, CH7 6NA on Thursday, 15 June 2017.

PRESENT: Councillor Carol Ellis (Chair)
Councillors: Marion Bateman, Andy Dunbobbin, Gladys Healey, Cindy Hinds, Andrew Holgate, Kevin Hughes, Rita Johnson, David Mackie, Hilary McGuill, Martin White, Ian Smith, and David Wisinger

APOLOGIES: Councillor Mike Allport

SUBSTITUTION: Councillor David Cox (for Mike Lowe)

CONTRIBUTORS: Councillor Christine Jones, Cabinet Member for Social Services Chief Officer (Social Services), Senior Manager Children and Workforce, Senior Manager Safeguarding and Commissioning, and Senior Manager Integrated Services

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

1. **APPOINTMENT OF CHAIR**

    The Social & Health Overview & Scrutiny Facilitator advised that it had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Independent Group. As Councillor Carol Ellis had been appointed to this role by the Group, the Committee was asked to endorse the decision.

    RESOLVED:

    That Councillor Carol Ellis be confirmed as the Chair of the Committee.

2. **APPOINTMENT OF VICE-CHAIR**

    Councillor Andy Dunbobbin nominated Councillor Gladys Healey as Vice-Chair of the Committee and this was seconded by Councillor Marion Bateman.

    On being put to the vote Councillor Gladys Healey was appointed Vice-Chair of the Committee.

    RESOLVED:

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

3. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4. **MINUTES**

The minutes of the meeting held on 2 March 2017 were submitted.

RESOLVED:

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

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

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

(The meeting started at 2.00pm and ended at 2.05pm)

…………………………
Chairman

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20th July, 2017
Report Subject	Improvement Plan 2016/17 Outturn Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer – Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress at the end of the year for the Improvement Plan 2016/17 priority 'Living Well' relevant to the Social & Health Care Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

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

	RECOMMENDATIONS
1	That the Committee consider the Improvement Plan 2016/17 outturn monitoring report to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 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 being controlled.
1.02	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	In summary our overall progress against the high level activities is: - ACTIONS PROGRESS • We are making good (green) progress in 57 (100%) actions. ACTIONS OUTCOME • We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: - • 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.
1.05	Analysis of current levels of quarterly performance where the data is currently available shows the following: - • 66 (66%) had achieved a green RAG status • 24 (26%) have an amber RAG status • 8 (8%) have a red RAG status **KPI Progress Status** 8% 26% 66% ■ On Track ■ Monitor ■ Off Track Performance trends have identified that half of the measures have remained stable or improved on the previous year.
1.06	The quarterly performance indictor (PI), identified for the Social & Health Care Overview & Scrutiny Committee, which showed a red RAG status for current performance is:- **Priority: Living Well** ***Initial child protection conferences held within 15 days of the strategy discussion*** Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.
1.07	**Monitoring our Risks** Analysis of the current strategic risks identified in the Improvement Plan are as follows:- • 11 (22%) are insignificant (green) • 10 (20%) are minor (yellow) • 23 (45%) are moderate (amber) • 7 (13%) are major (red) • There are no severe (black) risks.

Risk Status

- Insignificant
- Minor
- Moderate (Amber)
- Major (Red)

1.08	The one major (red) risk area identified for the Social & Health Care Overview & Scrutiny Committee is:- **Priority: Living Well** *Risk: Fragility and sustainability of the care home sector.* A five day summit with Betsi Cadwaldwr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Improvement Plan 2016/17 Outturn Report – Living Well

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Improvement Plan 2016/17:** **http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx** **Contact Officer:** Margaret Parry-Jones **Telephone:** 01352 702427 **E-mail:** margaret.parry-jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	**Risks:** These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. Risk Likelihood and Impact Matrix | Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
		Likelihood & Percentage of risk happening						

7.03	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

8.00	**CAMMS – An explanation of the report headings**
	Actions
	Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.
	Lead Officer – The person responsible for updating the data on the action.
	Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.
	Start date – When the action started (usually the start of the financial year).
	End date – When the action is expected to be completed.
	% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.
	Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).
	Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.
	Measures (Key Performance Indicators - KPIs)
	Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.
	Period Actual – The data for this quarter.
	Period Target – The target for this quarter as set at the beginning of the year.
	Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.
	Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:
	• A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
	• Similarly an 'upward arrow' always indicates improved performance.
	YTD Actual – The data for the year so far including previous quarters.
	YTD Target – The target for the year so far including the targets of previous quarters.
	Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).
	Risks
	Risk Title – Gives a description of the risk.

	Lead Officer – The person responsible for managing the risk. Supporting Officer – The person responsible for updating the risk. Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black). Current Risk Rating – The level of the risk at this quarter. Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow). Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Annual Performance 2016/17 Progress Report

Living Well

Flintshire County Council

Print Date: 15-Jun-2017

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.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Fee levels for 2017/18 for older people have been confirmed; correspondence with children's and young adult services are continuing. An MTFS pressure has been submitted for 2018/19 fees. We utilised 'Invest to Save' funding to appoint a Project Manager to look at ways to further improve the viability of the sector. This work will continue into the Autumn of 2017. An action plan has been created concentrating on 6 main areas of work, and this is progressing. The pilot of the joint monitoring tools for nursing care started in January. The homes are on board and the roll out is due to commence in early May. The pilot will be evaluated in September 2017. The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes are in the process of assessing themselves against the new Flintshire standards. All tasks contributing to this action have been completed to the planned position at the end of March 2017; work is continuing into 2017/18.

Last Updated: 27-Apr-2017

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, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Ongoing	01-Apr-2016	31-Mar-2017	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The review of double-staffed packages of care is continuing into 2017/18, working with Occupational Therapists in hospitals around assessing the level of risk for each patient, with the aim of moving from double handed to single handed packages where this is appropriate for the person. Alongside this the Council are investing in new single handling equipment which is less intrusive in the home. Providers of support for people with learning difficulties have received training as part of Phase 2 of the pilot for "Multi-Me", and the technology has been rolled out in a Specialist High School for young people with specific learning needs. Positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. In the forthcoming year the pilot will be rolled out to other areas of supported living and extended into day services. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. Regular meetings have improved engagement between providers, who are now sharing good practice, including the development of a policy on positive risk taking. In the forthcoming year the model will be rolled out to other areas of supported living and extended into day services. Teams working with people with disabilities have taken part in four workshops, to provide staff with an opportunity to enhance their skills in line with the progression

model and the guidance on assessment in the Social Services & Wellbeing (Wales) Act. A further workshop is being held in May 2017. Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. The Co-ordinator will be working closely with the Older People Engagement Worker, Older People Strategy Co-ordinator and, resources. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
A plan to move forward with a refreshed Corporate Parenting Strategy was presented to Social and Health Care Overview & Scrutiny Committee in September, which included the arrangements for involving children and young people in the content of the strategy. Proposals were endorsed by the Committee. A national review of good practice in Corporate Parenting has been undertaken across Wales culminating in a National event on Corporate Parenting in March 2017. The national event was chaired by our Senior Manager for Children's Services. The Corporate Parenting strategy will take account of the national work. The strategy will set our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. A report on progress and next steps was presented to the Children's Services Forum on the 28 March 2017. Internal Audit have been working with the service to review how effective the authority is as a Corporate Parent for care leavers. The report identifies areas of good practice as well as actions to improve outcomes for care leavers. Invest to Save funding has been utilised to recruit a temporary post to work across Education and Social Services to strengthen contract monitoring arrangements for high cost residential placements for young people. The post holder has a clear focus on supporting the development of Residential contracts that set personalised outcomes with systems in place to ensure that Providers are held to account.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Co-produced development to change the way that disability services work is progressing, and will bring together charities and voluntary agencies under one service level agreement as a cooperative, with shared outcomes and an agreed lead agency for each outcome. The Revised Carers Strategy continues to be delivered by the Carers Strategy Group. Core Actions identified for 2017/18 include a review of assessment and referral processes for Carers and a review of all currently commissioned services to ensure we deliver the best outcomes for

Carers. In March 2018 on completion of this service review there will be a planned procurement exercise.

Last Updated: 15-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Partners in Flintshire continue to work actively to ensure Intermediate Care Funds (ICF) across all funding elements are dedicated to Health and Social Care services and maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East Wales regional meetings have been set up with a confirmed group of decision makers. Protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 was below that of last year and remains low in comparison with the rest of Wales.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This year we formally raised with Health the need for timely information to help monitor and understand initiatives to improve the support that Children and Adult Mental Health Service (CAMHS) are able to offer in respect of looked after children. We have been working closely with Wrexham and Betsi Cadwaladwr University Health Board (BCUHB) to secure Intermediate Care Fund (ICF) money for children with complex needs, to offer intensive theraputic support for looked after children to minimise the need of high cost intensive placements out of county. A costed business case has been developed in partnership with CAMHS and Wrexham to extend the provision of therapeutic support across the area and a tendering process was undertaken for the service however, assurance will be required to ensure ICF funding availability before the service can be commissioned. BCUHB have been working to improve performance on access to services, and report that Flintshire CAMHS have been successful in reducing the waiting list for Primary Mental Health and are now meeting the Welsh Government (WG) targets target of 28 days. Looked After Children have always been prioritised and we continue to ensure that they are fast tracked into CAMHS, and that we work jointly with colleagues in the Local Authority to provide the appropriate packages.

Last Updated: 25-May-2017

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Jacque Slee - Performance Lead – Social Services	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

This year we have rolled out the Facebook page to 16 care home providers and 9 activity providers. Dementia Friendly Communities have held events throughout Quarter 4. This includes Business Awards for Mold and Buckley Businesses. We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes. We have delivered 2 projects for Inter-generational work, people living with dementia at Deeside Community Hospital and, Memory Cafes. In addition there are 6 schools where all pupils are Dementia Friends. Bangor University research project has started and recruited 12 care homes to train care, domestic and auxiliary staff in creative conversations deliver of session begins in June 2017. Flintshire has 3 Dementia Friendly Communities and 4 other communities planning to apply for status. We have developed an Early onset Peer Support service with people living with dementia which is due to go live on the 7th June 2017.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops were delivered during May and, further workshops are planned for June.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Working with our partners we will ensure that our response rates to referrals remain within statutory targets.	Jacque Slee - Performance Lead – Social Services	Ongoing	30-Aug-2016	31-Mar-2017	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. We started measuring the timescales for enquiries in October, and for the second half of the year the Safeguarding Unit made an initial determination on 74% of reports within 7 days. Procedures are being reviewed in line with new guidance with the aim of improving performance against the national timescale, and we are making some internal changes to release capacity within the Unit. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children. 98% of children on the Register had their plans reviewed within timescales. In Children's Services there is a continuing high demand for targeted support and early intervention services. A 'soft launch' of the Early Help Hub was delivered in May. The Hub will be fully operational by October 2017 and will bring together agencies to provide targeted help to families who need help to prevent their problems from escalating. Draft criteria for accessing support and referrals pathways have been developed in readiness for the launch, and the Hub will have its own performance framework through which we will be able to measure the impact on families.

Last Updated: 25-May-2017

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M01 Monitoring numbers of agency staff used	No Data	18	N/A	18	🟢🔴🔴 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 12 qualified social work staff from agencies have been utilised in Children's Services and 6 in Adult Services.

Last Updated: 15-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	10	5	⬆	12	🟢🔴🔴 GREEN

Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 0.00
Progress Comment: One care home has closed and two have actions plans in place and being monitored by CSSIW.

Last Updated: 09-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	1	⬇	1	🟢🔴🔴 GREEN

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Lead Officer: Nicki Kenealy - Contracts Team Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 0.00
Progress Comment: One care home has been indentified by the Council as being in "escalating concerns" around leadership; the home has no registered manager in place. Concerns are being addressed through a corrective action plan.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M01 Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	No Data	983	N/A	N/A	N/A

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: This represents 86% of all adults receiving advice and assistance; data is for the half year from April to September, in order to measure people returning within a 6 month period. People may contact the service again for a variety of reasons, and in some cases people are actively requested to come back; for example, when they have tried a piece of equipment through the reablement service and are ready to progress to the next stage.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M02 Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)	No Data	620	N/A	N/A	N/A

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 21 Cartref Ni, 3 Co-options, 28 Mencap, 34 Care & Repair Hoarding Service, NEWCIS 461, Red Cross 73

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M03 Achievement of outcomes for people with a learning disability	No Data	No Data	N/A	N/A	N/A

Lead Officer: Jo Taylor - Disabilites Services Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: A tool for measuring personal outcomes in line with the Social Services & Wellbeing Act (Wales) has been incorporated into the new documentation for the Integrated Assessment and Care & Support Plan. We will be monitoring the development of personal outcomes for people with a learning disability over the next 12 months.

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M04 The number of communities committed to becoming 'Age-Friendly'	No Data	2	N/A	N/A	N/A

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.

Last Updated: 01-Jun-2017

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M01 SCC/002 Stability of School placements	13.38	11.9	↑	10	AMBER

Lead Officer: Claire Homard - Senior Manager - School Improvement
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target: 10.00
Progress Comment: Although the measure for placement stability has dipped slightly since last year, the measure for school moves has improved. Professionals continue to work to retain placement stability where possible. Only extreme personal circumstances would dictate a move.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M02 (SCC/039) Timeliness of health assessments	68.35	61.48	↓	0	GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 81.00
Progress Comment: Performance for the year was at 61.5%. Remedial actions being taken by BCUHB have included standardisation of documentation and processes across North Wales, a review of clinic appointment slots available in Flintshire, discussion to enlist the help of an extra doctor, and LAC Health Nurse to attend social work team meetings regularly to ensure processes are followed.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M03 SCC/037 Educational attainment of looked after children	248.22	310.64	↑	270	GREEN

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Lead Officer: Jeanette Rock - Principal Education Officer Inclusion
Reporting Officer: Kim Brookes - Business Support Manager
Aspirational Target: 423.00
Progress Comment:

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.1M01 (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	88.92	93.85	↑	82	🟢🔴🔴 GREEN

Lead Officer: Jacque Slee - Performance Lead – Social Services
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 82.00
Progress Comment: The Single Point of Access and North East Wales Carers Information Service (NEWCIS) have been working together this year to ensure capture of all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Wellbeing Act has been implemented in Social Services, and we are sharing the processes and documentation with NEWCIS to ensure that carers receive a consistent approach to assessment which supports their wellbeing. Our next piece of work with NEWCIS will be to capture data to evidence that carers are achieving their wellbeing outcomes.

Last Updated: 24-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.1M02 The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role	No Data	86	N/A	N/A	N/A

Lead Officer: Jacque Slee - Performance Lead – Social Services
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: 15 evaluation forms were returned. 86% of carers felt they had been treated with Dignity and Respect and valued information received 93% felt the scheme had helped and supported them especially with the flexibility of the service. 47% felt less stressed after receiving the service and 53% were better able to cope. 100% said they would use the scheme again.

Last Updated: 13-Jun-2017

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	3.4	3.01	↑	2	AMBER

Lead Officer: Janet Bellis - Localities Manager
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 2.00
Progress Comment: The Council has maintained the rate of delayed discharges below that of last year. Delayed discharges for social care reasons tend to be where there are complex mental health needs and, the Council are seeking a suitable placement. All delays are jointly monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) and, early resolutions for people are prioritised.

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M01 Number of Looked After Children (LAC) waiting to access CAMHS	No Data	2	N/A	N/A	N/A

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.

The latest report from Betsi Cadwaladwr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and now meeting the Welsh Government target of 28 days.

BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate packages.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M02 Average waiting time for Looked After Children (LAC) accessing CAMHS	No Data	4	**N/A**	N/A	**N/A**

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.
The latest report from Betsi Cadwaladwr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the Welsh Government (WG) target of 28 days.

BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate care packages.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M01 Number of events aimed at raising awareness of dementia across the County	No Data	38	**N/A**	N/A	**N/A**

Lead Officer: Jacque Slee - Performance Lead – Social Services
Reporting Officer: Luke Pickering-Jones - Planning Officer
Aspirational Target:
Progress Comment: We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes.

Last Updated: 08-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M02 Number of dementia friendly towns in Flintshire	No Data	5	**N/A**	N/A	**N/A**

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Lead Officer: Jacque Slee - Performance Lead – Social Services
Reporting Officer: Luke Pickering-Jones - Planning Officer
Aspirational Target:
Progress Comment: Mold, Flint, Buckley and, Saltney, with a further 3 towns to be included this year during 2017/18.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M01 Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	No Data	1	**N/A**	N/A	**N/A**

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: A Corporate Safeguarding Policy has been written and agreed, and is going through final political process. We will be reviewing all Social Services policies and strategies starting in September 2017 to ensure that they take safeguarding issues into account.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M02 Increased referral rates from services other than Social Services	No Data	3	**N/A**	N/A	**N/A**

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target:
Progress Comment: Three safeguarding referrals have been recorded as originating from portfolios in the Council other than Social Services. However, this may be a reflection of how referrals are recorded; employee recording referrals have been asked to ensure that the source of the referral is clearly specified. We expect to see an increase during 2017-18

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	86.34	74	↓	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: Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.

Last Updated: 24-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	99.25	98.1	↓	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: Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake all review conferences within the required timescales. In the year, reviews for 8 young people were held outside timescales.

Last Updated: 24-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	↔	98	●●●● GREEN

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Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning
Reporting Officer: Jacque Slee - Performance Lead – Social Services
Aspirational Target: 100.00
Progress Comment: The level of risk was reduced or removed for all adults with an adult protection referral completed in the year.

Last Updated: 24-Apr-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fragility and sustainability of the care home sector.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.
Management Controls: Refocus specialisms within in-house provision to fit with changing demands. Continue to monitor capacity in the sector.
Progress Comment: A five day summit with Betsi Cadwaldwr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

Last Updated: 25-May-2017

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	Jacque Slee - Performance Lead – Social Services	Amber	Green	↓	Closed

Potential Effect: Negative impact on reputation of the Council.
Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training.
Progress Comment: The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017.   This risk has been mitigated to Green and is now closed.

Last Updated: 27-Apr-2017

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	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber	↔	Open

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met
Management Controls: Development and implementation of multi agency Early Help Hub. A Project Manager has been appointed to take forward the development anmd implementation of the Hub. Appropriate project governance arrangements are in place involving all agencies. Processes and operating model developed. Location identified (Flint) and agreement for staffing arrangements secured across agencies. Agreement for a multi agency Information Sharing Protocol has not yet been secured and discussions are in place to look at how this can be resolved.
Progress Comment: Project arrangements for developing an Early Intervention Hub are in place with appropriate governance and delivery infrastructure. Specific work streams have been developed and lead officers identified to take them forward.   Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. Additional funding has been identified through the Intermediate Care Fund to facilitate support to children, young people and families with complex needs, through targeted support to help prevent their problems from escalating.

Last Updated: 24-Apr-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	↓	Open

Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

• Full planning approval was granted for the scheme in March 2015.

• Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.

• Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

• The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.

• Outline planning application refused 18th May 2015.

• Partnership working groups will be established once the scheme has received outline planning approval.

Progress Comment: Flint Extra Care scheme – to be known as Llys Raddington – is under construction and remains on track to complete in the spring of 2018. The site is at the heart of the town and will provide 73 apartments, with a mix of 1-bed and 2-bed apartments. There is specific provision for people living with dementia.

The development of a new Extra Care scheme in Holywell is now progressing well. A preferred site has been identified at the vacant Ysgol Perth y Terfyn school near the town centre. The Council are working closely with Wales & West Housing Association to complete outline designs and prepare a full planning application by July 2017. Successful planning processes will enable construction to commence with a target completion in the first half of 2019.

With positive progress on both projects, this risk is now decreasing.

Last Updated: 08-May-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care (CHC), Intermediate Care Funds (ICF), and Primary Care Funds.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	⬇	Closed

Potential Effect: Increased costs to the Council

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: £227K has been reclaimed as a result of the work on tracing Continuing Healthcare Care (CHC) funding.

Work is continuing on producing a set of operational standards with Betsi Cadwaladwr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care. In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. This risk is now closed.

Last Updated: 25-May-2017

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	Susie Lunt - Senior Manager, Integrated Services	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: Betsi Cadwaladr University Health Board (BCUHB) successfully recruited to two key management positions within the organisation which has created some collaborative stability this year.

There is BCUHB management attendance at the Health, Wellbeing and Independence Board which meets every quarter. The BCUHB/FCC Strategic Partnership continues to meet quarterly chaired by Flintshire County Council (FCC) Chief Executive.

Partnership Friday is held monthly and is attended by BCUHB managers and FCC Chief Officers; BCUHB managers also attend Heads meetings as relevant to discuss specific issues. Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.

Last Updated: 08-May-2017

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 Social Service and Well-being (SSWB) Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open

Potential Effect: Criticism from Regulator

Management Controls: N/A

Progress Comment: A specific module on safeguarding in line with the act has been delivered to employees in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops will be delivered June 2017.

Last Updated: 25-May-2017

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 20th July, 2017
Report Subject	Council (Improvement) Plan 2017-23
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer – Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council (Improvement) Plan for 2017-23 has been reviewed and refreshed to reflect the key priorities of the Council for the 5 year term of the new administration. The super-structure of the plan remains the same as previous plans and now comprises of six priorities and relevant sub priorities. The six priorities take a long term view of projects and ambitions over the next five years. The Council Plan is published in a similar format to previous years highlighting objectives and actions to achieve within each sub priority and referencing national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.

RECOMMENDATIONS	
1	That the Committee consider the targets and milestones in the Measures and Milestones document (appendix 2) the Council (Improvement) Plan 2017-23 and provide feedback to Cabinet prior to adoption by the County Council for final publication.

REPORT DETAILS

1.00	**COUNCIL PLAN 2017-23**
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Objectives and publish a Council Plan. It is a statutory requirement for the County Council to adopt the Council Plan.
1.02	The title of 'Improvement' Plan is changed to 'Council' Plan as the Plan is a combination of priorities service protection and growth and areas for improvement on current performance.
1.03	Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013-14 the Council thoroughly reviewed the priorities to streamline and reset them with clearer outcome based aims which continued through to 2016-17. These have been reviewed again in light of the Well-being for Future Generations (Wales) Act 2015 to reflect a more outcome based approach for the priorities themselves. This has resulted in a revised set of six priorities supported by a structure of sub-priorities is proposed for adoption by the Council as follows: **Priority: Supportive Council** Sub-Priorities: Appropriate and Affordable Homes Modern, Efficient and Adapted Homes Protecting people from poverty Independent Living Integrated Community Social & Health Services Safeguarding **Priority: Ambitious Council** Sub-Priority: Business Sector Growth and Regeneration **Priority: Learning Council** Sub-Priority: Modernised High Performing Education and Training **Priority: Green Council** Sub-Priority: Sustainable Development & Environmental Management Sub-Priority: Support and enable safe and sustainable travel services **Priority: Connected Council** Sub-Priority: Developing and Inspiring Resilient Communities **Priority: Serving Council** Sub-Priority: Improving Resource Management

1.04	The Plan presentation remains largely unchanged, as it has been well received and commented upon favourably. The main change has been the reduction from eight priorities to six. National policy issues have been updated and listed within each relevant sub-priority. These are issues over which we have little control and which may restrict successful and or timely delivery of our priorities. They are issues of national interest and have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.
1.05	For each sub-priority for 2017-18 there has been a review based on:- • the reasoning for the priority status; • what we will do and how we will measure achievement; and • the risks that will need to be managed.
1.06	The Council Plan in totality is presented as 2 documents that are inter-related; firstly the draft 'public' version of our statements of intent around the 6 priorities and secondly the document that describes the targets and milestones (shown at Appendix 1) on which achievement will be measured. These targets and milestones in the "How we Measure" document are being considered by the relevant Overview and Scrutiny Committees prior to final agreement by Cabinet in September. This will be the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year. The "How we Measure" document that is relevant to this committee is attached at Appendix 2. Areas within the 'Supportive Council' priority, not relevant to the Social & Health Care Overview & Scrutiny Committee, have been removed and will be reported to the relevant Overview & Scrutiny Committees going forward. Measures within the sub-priority 'Safeguarding' will also be reported to the Corporate Resources Overview & Scrutiny Committee who have responsibility for monitoring corporate safeguarding measures.
1.07	The final Council Plan will be available as a web-based document published on the website before the end of September following endorsement by County Council.

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees have had the opportunity to consider and review the content of the draft Plan priorities including the opportunity to scrutinise targets set for 2017-18. A summary of the considerations will be appended in the September Cabinet and County Council reports.

4.00	**RISK MANAGEMENT**
4.01	Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly by the Overview and Scrutiny Committees. The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content. Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure. An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.

5.00	**APPENDICES**
5.01	Appendix 1: Draft Council Plan 2017-18 Appendix 2: Proposed "How we Measure" document

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Karen Armstrong, Corporate Business and Communications Executive Officer **Telephone:** 01352 702740 **E-mail:** Karen.armstrong@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan.
7.02	**Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Flintshire County Council

Draft Council (Improvement) Plan 2017 to 2023

Contents

Welcome to Flintshire County Council's (Improvement) Plan for 2017 to 2023

The new version of our Council (Improvement) Plan sets out our priorities for the forthcoming five years of the Council and what we aim to achieve. It does however focus on the objectives we intend to deliver during 2017/18. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set six new priorities for the Council itself. The Council's new themed framework of six priorities has been developed to reflect the impact of the medium term financial strategy and protection of core services. Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable. For this reason we have changed the name of the plan from the Improvement Plan to Council Plan.

The plan sets out the Council's six priorities and detailed sub-priorities for action, where we aim to achieve impact this year, page by page. An explanation for the choice of each one is given. In addition we have also taken into consideration the Well-being of Future Generations (Wales) Act by linking the impact statements to the Council's well-being objectives.

For 2017/18 a review of previous priorities and sub-priorities has been undertaken to set: -
- priorities that continue into 2017/18 for sustained attention;
- activities that can now be removed as completion of a time-limited piece of work which are now embedded;
- priorities which could be broadened to include more strategic issues e.g. 'growing the local economy', and sustainability of the social care market;
- emerging priority activities for 2017/18 e.g. managing local impact of the full service Universal Credit (UC) roll out .

Over the five year life of the Council, 2017/18 being the first year, the full set of priorities will be underpinned by the development of strategies. As these are developed new measures and actions will emerge in future years.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.

Colin Everett
Chief Executive

Aaron Shotton
Leader of the Council

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Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a (insert shaking hands symbol) symbol denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. These sub-priorities currently[1] are:

- Independent Living
- Integrated Community Social and Health Services
- Developing and Inspiring Resilient Communities
- Safeguarding

Our Public Services Board partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service, Coleg Cambria, Glyndwr University and Welsh Government.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Council Priorities.

In setting our Council Priorities we have to take a number of factors into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, and to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document 'How we measure achievement'. Both these e-documents are linked together by hyperlinks.

Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2017/18
- The national policy issues which impact on delivery of the sub-priority
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:
1) regular reports to the Council's Cabinet and Scrutiny committees, and
2) next year's published Annual Performance Report for 2017/18.

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[1] The priorities of the Public Services Board are currently under review as part of the development of the County's Well-being Plan, to be published April 2018

Priorities for the 2017/18 Council Plan <mark>(Shaking hands symbols to be inserted)</mark>

- Business sector growth and regeneration

- Appropriate and affordable homes
- Modern, efficient and adapted homes
- Protecting people from poverty
- Independent living
- Integrated community social and health services
- Safeguarding

- Modernised high performing education and training

- Sustainable development & environmental management
- Support and enable safe and sustainable travel services

- Improving resource management

- Developing and inspiring resilient communities

Ambitious Council

Learning Council

Supportive Council

Priorities for the 2017-18 Improvement Plan

Green Council

Serving Council

Connected Council

Following the Plan – An Easy Guide

The previous page sets out the Council's six priorities and the sub-priorities which support them, where we aim to make a positive impact in 2017/18.

Each standing priority is illustrated with a different colour. For example, <mark>Supportive Council</mark> is <mark>amber</mark> and **Ambitious Council** is **dark pink**. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2017/18 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page 24 you will see the priority for **Learning Council**.
This has 3 impacts: -
- **Providing high quality learning opportunities, and learning environments for learners of all ages.**
- **Supporting children and younger people to achieve their potential.**
- **Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

This impact has one sub-priority selected for attention in 2017/18. The reason for selection is explained on the dedicated page (pages 24): -

- **Modernised High Performing Education and Training**

What's changed for 2017/18?

The Council Plan is now based on 6 new themes which are detailed as priorities. The impact statements are our Well-being objectives which outline our commitment to the Well-being of Future Generations (Wales) Act 2015.

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The Council received a favourable Corporate Assessment from the Wales Audit Office in 2015 and has sustained a good level of progress and achievement in subsequent reviews and Annual Improvement Reports.

CSSIW's performance review of Social Services (June 2017) notes sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments regarding the development of the Information, Advice & Assistance Service and the Early Help Hub.

CSSIW's focus themes for last year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance will continue as a priority into next year.

Other Audit / Regulatory Activity

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in May 2017 and considered by the Council's Audit Committee.

How Consultation Informs our Plan

The priorities set for this Council Plan (and the former Improvement Plans) were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no single intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at Scrutiny Committees covering all service areas. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations or local and national policy issues.

Council Plan and 'How we measure achievement'

These 2 documents are linked, with the 'measuring achievement' supporting document providing greater detail about the target performance and milestones we have set ourselves. The documents are hyperlinked at the relevant pages, or this table can be used as a guide.

Improvement Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
9 - 10	Supportive Council	Appropriate and Affordable Homes	Ensuring the supply of affordable and quality council housing of all tenures.	TBA
11 - 12		Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures	
13 - 14		Protecting people from poverty	Protecting people from poverty by maximising their income and employability	TBA
15 - 16		Independent Living	Making early interventions to support healthy and independent living	TBA
			Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support	TBA
17 - 18		Integrated Community Social & Health Services	Enabling more people to live independently and well at home	TBA
			Giving equal opportunity to all to fulfil their lives	TBA
			Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families	TBA
19 - 20		Safeguarding	Protecting people from the risk of any form of abuse	TBA
			Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour	TBA
21 - 23	Ambitious Council	Business Sector Growth and Regeneration	Sustaining economic growth through local and regional business development, employment and training sites	TBA
			Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites	TBA
			Creating a supply of diverse and quality training and employment opportunities	TBA
24 - 27	Learning Council	Modernised High Performing Education and Training	Providing high quality learning opportunities, and learning environments for learners of all ages	TBA
			Supporting children and younger people to achieve their potential	TBA
			Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement	TBA
28 - 29	Green Council	Sustainable Development & Environmental Management	Enhancing the natural environment and promoting access to open and green space	TBA
			Reducing energy consumption and using and developing alternative/renewable energy production	TBA
			Maximising the recovery and recycling of waste	TBA
30 - 31		Support and enable safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites	TBA
32 - 34	Connected Council	Developing and Inspiring Resilient Communities	Supporting local communities to be resilient and self-supporting	TBA
			Committing to resilient service models to sustain local public services	TBA
			Widening digital access to public services	TBA
35 - 37	Serving Council	Improving Resource Management	Continuing to be a high performing and innovative public sector organisation with social values	TBA
			Providing high quality, accessible, responsive and cost effective public services	TBA

Priority: Supportive Council
Sub-Priority: Appropriate and Affordable Homes

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:
- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:
- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020
- Maintaining current rent policy so that the council can achieve WHQS by 2020.

What we will do in 2017/18:

1. Provide new social and affordable homes.
   Achievement will be measured through:
   - Delivery of HRA and NEW Homes Business Plans by: -

     ➢ Building 79 new Council and 62 new affordable homes through the SHARP programme
     ➢ Increasing the number of properties managed by NEW Homes to 144 in 2017/18
     ➢ Delivering options for new, innovative low rent housing schemes for under 35's.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.
   Achievement will be measured through:
   - Completing WHQS work schemes in line with the housing asset management strategy

3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments
   Achievement will be measured through:
   - Agreed options appraisal identifying a range of measures to address this

Risks to manage:
- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be the insufficient to meet community needs

- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction
- Capital borrowing limits for council housing.

What we mean by:

WHQS: Welsh Government's physical quality standard for modern social housing.

NEW Homes: North East Wales Homes and Property Management provide a service to increase housing options available to local residents.

HRA: Housing Revenue Account

Welfare Reform Programme: A strategy to manage the impact and implementation of welfare reforms in terms of employment, financial inclusion, and integrated support for the most disadvantaged.

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:
- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Improve housing quality in owner occupied and private rented sectors
- Reduce the number of empty properties in the County
- Provide good quality housing for residents and maximise funding to improve homes.

National Policy Issues:
- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire.
- Influencing the direction of national funding priorities for housing regeneration.
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.

What we will do in 2017/18:
1. Improve standards within the private rented sector.
   Achievement will be measured through:
   - Working positively with private sector landlords to support growth of the sector
   - Ensuring landlords and letting agents comply with the Rent Smart code of practice

2. Deliver the council's housing growth needs.
   Achievement will be measured through:
   - Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
   - Delivering 49 social and affordable homes through Welsh Government funding programmes
   - Increasing the number of new homes created as a result of bringing empty properties back into use

3. Meeting the housing needs of vulnerable groups.
   Achievement will be measured through:
   - Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant
   - Providing additional Extra Care homes:
     - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
     - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
   - Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

Risks to manage:
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources
- Availability of sufficient funding to resource key priorities.

What we mean by:

SHARP: Strategic Housing and Regeneration Programme – programme to build 500 new council and affordable homes over the next four years.

Rent Smart: Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.

Transitional Social Care: Transition from inpatient hospital and community or care homes.

Extra Care homes: Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia.

Social Housing Grant (SHG): funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

Priority: Supportive Council

Sub-Priority: Protecting people from poverty

Impact: Protecting people from poverty by maximising their income and employability

This is a priority this year because we need to:
- Support people to manage the ongoing impact of Welfare Reform
- Help people claim the benefits they are entitled to
- Help people manage their financial commitments
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit
- Help people to manage their income, and provide support to access employment training.

National Policy Issues:
- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes.

What we will do in 2017/18:
1. Support Flintshire residents to better manage their financial commitments.
   Achievement will be measured through:
   - Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
   - Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
   - Timely processing of Housing Benefit claims
   - Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.

2. Manage local impact of the full service Universal Credit (UC) roll out.
   Achievement will be measured through:
   - Achieving the Homeless prevention target
   - Delivering the UC Operational board action plan
   - Delivering Personal Budgeting and Digital Support Services.

3. Develop and deliver programmes that improve employability and help people to gain employment.
   Achievement will be measured through:
   - Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
   - Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
   - Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce CO_2 emissions and fuel poverty.
   Achievement will be measured through:
   - Reducing the overall annual fuel bill for residents
   - Increasing the number of private sector and Council homes receiving energy efficiency measures
   - Securing Welsh Government ARBED3 Programme Funding by March 2018.

5. Develop a strategy to address food poverty.
   Achievement will be measured through:
   - Developing programmes in partnership with the social and third sector to work towards addressing food poverty
   - Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

6. Assist residents of Flintshire to access affordable credit
   Achievement will be measured through:
   - Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

Risks to manage:
- Universal Credit Full Service roll out - negative impact upon FCC services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- The local economy will suffer if residents have less income to spend
- Residents do not take up the energy efficiency measures available
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:
Welfare Reform: A range of measures introduced by Central Government to reform the Welfare Benefits system.
Discretionary Housing Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.
Universal Credit Full Service roll out: a new way of paying benefits on a monthly basis; now being expanded to cover all claimants.
Regional Economic Growth Bid: The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.
Credit Unions: Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.
ARBED 3 Programme: A programme to support our commitment to reducing climate change, help eradicate fuel poverty, and boost economic development and regeneration.

Priority: Supportive Council
Sub-Priority: Independent Living

Impacts: **1)** **Making early interventions to support healthy and independent living.**

2) **Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.**

This is a priority this year because we need to:
- Help people to live independently as they get older
- Support people with dementia
- Develop a model of support for persons with a disability which enables independent living
- Support families to support each other to live independently
- Ensure the sustainability of social care models.

National Policy Issues:
- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Aging population locally and nationally
- Welfare Reform Act 2016.

What we will do in 2017/18:
1. Ensure care provision within Flintshire enables people to live well and have a good quality of life.
   Achievement will be measured through:
   - Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
   - Supporting care home providers to ensure service sustainability
   - Delivering dementia awareness training to the care homes workforce
   - Working with Betsi Cadwaladwr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
   - Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.
   Achievement will be measured through:
   - Adults who are satisfied with their care and support
   - Implementation of a joint Community Resource Team with BCUHB which is able to offer advice and support through the single point of access
   - Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

3. Improve outcomes for looked after children.
   Achievement will be measured through:
   - Supporting children in stable, local placements
   - Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

Risks to manage:
- Population needs assessment indicates that demand will outstrip supply.

What we mean by:

Registration and Inspection Act: Registration process to ensure all social workers and social care workers are suitable for work in social care.

Welfare Reform Act 2016: A range of measures introduced by Central Government to reform the Welfare Benefits system.

CAMHS: Child and Adolescent Mental Health Services – NHS – Provision of mental health services for children, generally until school leaving age in the UK.

Priority: Supportive Council
Sub-Priority: Integrated Community Social & Health Services

Impacts:
1) **Enabling more people to live independently and well at home.**
2) **Giving equal opportunity to all to fulfil their lives.**
3) **Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.**

This is a priority this year because we need to:
- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future
- Avoid unnecessary admissions to hospital and support early and successful discharges
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers
- Work together with BCUHB to support people with dementia within the local community
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

National Policy Issues:
- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

What we will do in 2017/18:
1. Ensure that effective services to support carers are in place as part of collaborative social and health services.
   Achievement will be measured through:
   - Increasing the number of carers identified through the single point of access
   - Increasing the number of Carers that feel supported
   - Evidencing improved outcomes for carers
   - Developing the Carers Action Plan.

2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.
   Achievement will be measured through:
   - Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
   - Maintaining the rate of delayed transfers of care for social care reasons.

3. Establish an Early Help Hub, involving all statutory partners and the third sector.
   Achievement will be measured through:
   - Establishing the Early Help Hub to provide effective and timely support to families
   - Reducing referrals that result in "no further action".

4. Further develop dementia awareness across the county.
   Achievement will be measured through:
   - The number of dementia friendly cafes in Flintshire
   - Increasing number of dementia friendly communities in Flintshire.

Risks to manage:
- Annual allocation of ICF - Short term funding may undermine medium term service delivery
- Unable to secure a multi-agency agreement for an information sharing protocol across all agencies.

What we mean by:
Integrated Care Fund (ICF): Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.
Looked After Children: Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.
Child and Adolescent Mental Health Services (CAMHS): NHS-provided mental health services for children, generally until school-leaving age, in the UK.
Early Help Hub: The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and wellbeing.
Step Up/Step Down beds: Step-down beds are used for people who are not well enough to move from hospital straight to their home, but don't need to be in an acute hospital bed. Step-down beds are usually provided by care homes, and provide care for the interim period until the person is well enough to return home. Similarly, these beds can be used as a "step up" for people who become ill enough to need care, but don't need to be in an acute hospital environment.

Priority: Supportive Council
Sub-Priority: Safeguarding
Impacts: 1) Protecting people from the risk of any form of abuse.
> **2) Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.**

This is a priority this year because we need to:
- Have a Council wide approach to safeguard and protect vulnerable people
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking, modern slavery and child sexual exploitation (CSE)
- Comply with the new codes of practice for Safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider council workforce are aware of the Council's approach to Safeguarding
- Develop a consistent approach to regional collaboration for Community Safety
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

National Policy Issues:
- Implementation of the Social Services and Well-being Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Sexual Exploitation
- Sustainability of short-term grant funded schemes.

What we will do in 2017/18:
1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.
   Achievement will be measured through:
   - Increasing referral rates from within Council services other than Social Services
   - Completion of the online child and adult safeguarding module
   - Council officers completing safeguarding awareness training
   - Embedding processes and best practice across the council
   - Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
   - Implement the safeguarding policy across all Council Services.

2. Ensure that our response rates to referrals remain within statutory targets.
   Achievement will be measured through:
   - Meeting statutory procedural targets for child and adult protection.

3. Preventative approach towards Child Sexual Exploitation (CSE).
   Achievement will be measured through:
   - Delivering a corporate plan linked to regional work to combat CSE

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.
   Achievement will be measured through:
   - Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework
   - Delivering the level 1 training programme for all Council employees.

5. Strengthen regional community safety through collaboration and partnership arrangements.
   Achievement will be measured through:
   - Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

     Priorities of the North Wales Safer Communities Board include:
     - Domestic Abuse
     - Modern Slavery
     - Organised Crime
     - Sexual Abuse (Including Child Sexual Exploitation)
     - Delivering Safer Neighbourhoods

6. Ensure we meet the requirements of the North Wales Contest Board.
   Achievement will be measured through:
   - Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015

Risks to manage:
- Rate of increase of adult safeguarding referrals will outstrip current resources
- Refocusing resources within the Safeguarding Unit is likely to increase the backlog of DoLS assessments
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

What we mean by:

Child sexual exploitation (CSE): a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol, and may also be groomed online.

Social Services and Well Being (Wales) Act 2014 (SSWB): An Act to reform social services law to make provision about improving well-being outcomes.

Prevent Duty: Forms 1 of the 4 stands of the Government's Counter Terrorism Strategy, known as 'Contest'. The object of this strand is to prevent individuals from within communities becoming radicalised. The Counter Terrorism and Security Act 2015 place statutory requirement on local authorities to meet what is known as 'The Prevent Duties' necessitating the need for effective processes and mechanisms to prevent radicalisation.

Police and Crime Commissioner: The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.

Priority: Ambitious Council
Sub-Priority: Business Sector Growth and Regeneration

Impacts:
1) **Sustaining economic growth through local and regional business development, employment and training sites.**
2) **Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites**
3) **Creating a supply of diverse and quality training and employment opportunities.**

This is a priority this year because we need to:
- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire
- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites

National Policy Issues:
- Confirmed support for growth deals following the general election
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration

What we will do in 2017/18:
1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.
   Achievement will be measured through:
   - Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
   - The Council playing its parts in the agreement of a Regional Growth Deal with the UK and Welsh Governments
   - Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
   - Developing the Local Development Plan (LDP) economic strategy
   - Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.
   Achievement will be measured through:
   - Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
   - Seeking a revised strategic framework from the Northern Gateway developers
   - Completing phase 1 enabling works by Welsh Government
   - Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works.

3. Develop long term strategic approach to Council's economic estate and land.
   Achievement will be measured through:
   - Completing a review of the Council's economic estate and land.

4. Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL)
   Achievement will be measured through:
   - Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.
   Achievement will be measured through:
   - Developing and agreeing a multi-agency plan
   - Identifying options to develop new land uses in town centres, especially for residential use.

6. Ensure that the development of regional and local transport strategy and initiatives maximises their potential for economic benefits, especially access to employment.
   Achievement will be measured through:
   - Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
   - Implementing the Deeside Plan to co-ordinate transport and economic development programmes.

Risks to manage:
- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.

What we mean by:

Northern Powerhouse: A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.

Regional Economic Growth Deal: The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing**.**

Apprenticeship Tax Levy: The Apprenticeship Levy is a UK-wide employment tax introduced by the UK Government that came into force on 6 April 2017. The Levy applies to all UK employers, and employers with an annual 'pay bill' of £3 million or more will have to pay the Levy.

Priority: Learning Council

Sub-Priority: Modernised High Performing Education and Training

Impacts: **1) Providing high quality learning opportunities, and learning environments for learners of all ages.**

2) Supporting children and younger people to achieve their potential.

3) Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.

This is a priority this year because we need to:

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to deliver digital curriculum and enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation
- Engage young people more fully

National Policy Issues:

- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools programme
- Simplification of the process for school place planning and provision
- Additional learning needs reforms
- Increase in national child care offer
- European funding schemes
- Capital provision for schools' repair and maintenance
- Inadequate revenue funding for schools.

What we will do in 2017/18:

1. **Develop Education and Integrated Youth Services by:**
   - Continuing to work with the Regional School Improvement Service (GwE) to: -
     - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
     - Identify and target support for those schools most in need;
     - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
     - Improve skills in digital literacy, literacy and numeracy.

- Implementing proposed reforms for the portfolio Pupil Referral Unit provision
- Embedding Welsh in the Education Strategic Plan
- Developing an effective local approach to national inclusion reforms
- Developing strategies to support broader well-being needs of children and young people
- Improving outcomes in Foundation Phase
- Maintain relative performance in Mathematics, English/Welsh 1st Language and Core Subject Indicators at KS2 and KS3
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Developing a sustainable strategy for the Flintshire Music Service
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging through:
  Achievement will be measured through:
    - Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together"
    - Targeting vocational and employability skills
    - Enhancing personal support, including coaching, mentoring and help with transition
    - Realising the benefits of regional European Social Fund programmes
    - Measuring reduction in first time entrance to the youth justice system
    - Improving the number of hours in education, training or employment that young people in the youth justice system can access; and
    - Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System

- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
  Achievement will be measured through:
    - Creating a delivery plan for the launch of the young peoples' council by October 2017.

- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme
  Achievement will be measured through:
    - Completing key milestones in the Schools Modernisation programme

- Maintaining a schedule of repairs and maintenance of school buildings
  Achievement will be measured through:
    - By maintaining an annual repairs and maintenance programme of school buildings through the Council's Capital programme.

2. **Enhance skills to improve employment opportunities by:-**
   - Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
   - Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
   - Strengthening and cultivating attractive routes into education for the workforce
   - Embedding regional skills strategy for Science, Technology, English and Maths (STEM).
   - Securing schools' active participation in events and activities to promote the development of young people's work-related skills

   Achievement will be measured through:
   - Improving the local skills base to improve employability and earning prospects through improved qualifications
   - Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance.

3. **Implementing the Welsh Government pilot of the 30 hour childcare offer by:-**
   - Implementation of the Childcare Pilot project plan from October 2017

   Achievement will be measured through:
   - Number of registered settings to deliver the 'offer'
   - Number of children accessing the 'offer'.

4. **Families First Collaborative Programme**
   - Implementation of a Collaborative Families First strategy from 2017 - 2020

   Achievement will be measured through:
   - Develop a fully Commissioned collaborative Families First
   - Number of young people accessing the 'offer'.

Risks to manage:
- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams.
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets

What we mean by:

Regional School Improvement Service (GwE): School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

Core Subject Indicator: Learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

21st Century Schools: A national programme of funding to improve school buildings and environments.

School Modernisation: The process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

Youth Justice Service: Aims to prevent children and young people under 18 from offending or re-offending.

Childcare Offer: Welsh Government initiative to offer working parents of 3-4 year olds 30 hours of funded early education and childcare per week (up to 48 weeks of the year).

Priority: Green Council

Sub-Priority: Sustainable Development & Environmental Management

Impacts: 1) **Enhancing the natural environment and promoting access to open and green space.**
2) **Reducing energy consumption and using and developing alternative/renewable energy production.**
3) **Maximising the recovery and recycling of waste.**

This is a priority this year because we need to:

- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and Environment Bill
- Balance the need for sustainable development with the protection of the natural environment
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

National Issues:
- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management
- Reliance on external funding for large scale developments
- Government cap on financial support for solar farms
- Capacity and funding to address flood risks.

What we will do in 2017/18:
1. Improve, protect and enhance the built environment.
   Achievement will be measured through:
   - Adoption of a Local Heritage Strategy.

2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.
   Achievement will be measured through:
   - Reviewing the rights of way improvement plan
   - Delivering projects set out within the ESD grant application including flood defence, biodiversity duty and green-space enhancement

3. Maximise the potential of the Council's estate and assets for energy efficiency and renewable energy production, reducing the reliance on fossil fuels.
   Achievement will be measured through:
   - Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
   - Increasing usage of environmentally efficient vehicles
   - Reduction in carbon emissions.

4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.
   Achievement will be measured through:
   - Improving recycling performance
   - Recycling rates per Household Recycling Centre (HRC)
   - Modernisation of the HRC site network.

5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.
   Achievement will be measured through:
   - Developing a regional strategic approach to the collation of air quality data.

6. Identification of the Local Development Plan preferred strategy.
   Achievement will be measured through:
   - Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

Risks to manage:
- Reduction of the Single Environment Grant
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid
- Funding will not be secured for priority flood alleviation schemes
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed
- Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review.

What we mean by:
Well-being of Future Generations Act and Environment Bill: Welsh Government (WG) approaches to managing the country's natural resources.
Single Environment Grant: A WG grant to support integrated delivery of natural resource management, waste and resource efficiency and local environmental quality.
LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.
Local Heritage Strategy: To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.
ESD Grant (Environment and Sustainable Development): A Welsh Government grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.
Civic Amenity Site Network: A network of collection spaces at fixed locations to increase recycling and raise awareness of the positive impact of selective collection.
Single Air Quality Review and Assessment: A strategy which aims to protect people's health and the environment under the provisions of the Environment Act 1995

Priority: Green Council
Sub-Priority: Support and enable safe and sustainable travel services

Impact: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

This is a priority this year because we need to:
- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding
- Include local transport solutions in the regional Economic Growth Deal bid.

National Policy Issues:
- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal

What we will do in 2017/18:
1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education.
   Achievement will be measured through:
   - Successfully delivering projects and services through national grant funded schemes
     - Local transport fund
     - Rural Communities and Development Fund
     - Road Safety
     - Safe Routes
     - Bus Service Support Grant
     - Active Travel integrated network map
   - Development of sub-regional and Metro inter-modal transport projects.

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.
   Achievement will be measured through:
   - Monitoring the condition of the highway's infrastructure
   - Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network
   - Delivery of the Highways Asset Management Plan.

3. Work closely with the communities to develop innovative and sustainable community based transport schemes.
   Achievement will be measured through:
   - Development of community based transport schemes within available funding.

- Developing and supporting community based transport schemes to complement the core network of bus services

4. Deliver a compliant, safe and integrated transport service.
   Achievement will be measured through:
   - Increasing the number of financially compliant contracts
   - Increasing the number of safety compliant checks
   - Ensure safety compliant checks for transport services are maintained.

Risks to manage:
- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience
- Adverse weather conditions on the highway network
- Lack of community support for transport options.

What we mean by:
Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.
"Active Travel": Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.
Community Transport: Passenger transport schemes which are owned and operated by local community groups.
Commercial bus services: Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.
Regional Economic Growth Deal bid: the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing**.**

Priority: Connected Council

Sub-Priority: Developing and Inspiring Resilient Communities

Impact: **1) Supporting local communities to be resilient and self-supporting.**
2) Committing to resilient service models to sustain local public services.
3) Widening digital access to public services.

This is a priority this year because we need to:

- Build on what has been completed in 2016/17 with support for local communities. In year two this will concentrate on:

  - Developing the community and social sectors to support local communities to be more self-sufficient
  - Creating alternative delivery models within the community and social sector to sustain valued public services
  - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities
  - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.

- Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

What we will do in 2017/18:

1. Build stronger social enterprises with the sector itself leading development of the sector.
   Achievement will be measured through:
   - Develop a strategy to grow existing social enterprises.

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADM's) to become more self-sustaining.
   Achievement will be measured through:
   - Monitoring the level of efficiencies ADMs have supported
   - Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme
   - Monitoring community benefits delivered by Community Asset Transfers

3. Implement the Digital Strategy and resources to meet future customer needs.
   Achievement will be measured through:
   - Development of an action plan to improve community access to digital services and to raise skill levels
   - Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

4. Ensuring and delivering community benefits.
   Achievement will be measured through:
   - Establishing a Community Benefits Board with an action plan
   - Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
   - Monitoring the percentage of community benefit clauses included in new procurement contracts; and
   - Increasing cultural connections.

5. Enabling the third sector to maximise their contribution.
   Achievement will be measured through:
   - Increasing the number of volunteering placements.

6. Getting Flintshire active through partnership objectives via the Public Services Board.
   Achievement will be measured through:
   - Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
   - Increasing community assets
   - Identity and equality of participation.

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.
   Achievement will be measured through:
   - Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
   - Achieving Silver status for our Employee Recognition Scheme
   - Optimising the value of the regional grant monies to support a 2 year programme.

Risks to manage:
- The capacity and appetite of the community and social sectors
- The willingness of the workforce and Trade Unions to embrace change
- Market conditions which the new alternative delivery models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets

- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

What we mean by:
Social Enterprise: Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Community Benefit Clauses: Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.
Alternative Delivery Models (ADMs): New approaches to service delivery designed to sustain important services and meet future need.
Community Asset Transfers (CAT): The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

Priority: Serving Council

Sub-Priority: Improving Resource Management

Impacts: **1) Continuing to be a high performing and innovative public sector organisation with social values.**
2) Providing high quality, accessible, responsive and cost effective public services.

This is a priority this year because we need to:
- Manage with reducing resources
- Continue to aim high despite reduced financial and people resources
- Make the best use of our capability and capacity in challenging times
- Have the right buildings in the right places for the right uses
- Make our money go further through smarter purchasing
- Achieve the highest possible standards of customer services.

National Policy Issues:
- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.

What we will do in 2017/18:
1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council.
   Achievement will be measured through:
   - Increasing achievement rate of the budgeted efficiency targets to 95%
   - Revising our plan to meet the relevant funding gap for 2017-2022
   - Matching our priorities with revenue and capital investment
   - Ensure sustainable business plans for service portfolios
   - Develop a range of operational financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.
   Achievement will be measured through:
   - Improving attendance
   - Attainment of attendance and appraisal targets
   - Increasing the number of managers and employees attending and accessing stress related / management programmes
   - Percentage of employees who have secured employment following completion of apprenticeship training
   - A single consolidated workforce plan and supporting action plan.

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.
   Achievement will be measured through:
   - % of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
   - % of Council spend with Welsh businesses
   - % of Council spend with Flintshire businesses.

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.
   Achievement will be measured through:
   - Development of a programme to support local businesses
   - Developing and delivering training and support to improve the inclusion of community benefits in Council contracts
   - Developing a system to record and monitor Community Benefits centrally.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.
   Achievement will be measured through:
   - Increasing the number of services available online and via the Flintshire App
   - Increasing the take-up of online services
   - Responding to customer feedback ensuring information is accessed at first point of contact online
   - Development of action plans to deliver the Digital Strategy
   - Deliver agreed actions from the Digital Strategy for 2017/18.

6. Delivery of key annual objectives from the Capital and Asset Management Strategy.
   Achievement will be measured through:
   - Critically challenging our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
   - Identifying and considering options available to fund capital expenditure that minimise the ongoing revenue implications of historic capital expenditure and of any new investments
   - Establishing effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Risks to manage:
- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

What we mean by:
Procurement Collaborations: Ways of purchasing goods and services within agreed terms and conditions.
NPS – National Procurement Service: Welsh Government sponsored organisation established to procure common and repetitive spend across public sector organisations in Wales.
Flintshire App: ios and android application to enable contact with FCC and find out about available services
Community Benefits: Benefits to the local community through delivery of Alternative Delivery Models and procurement of services and works.

Statement of Responsibility

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Corporate Business and Communications Team:
Tel: 01352 701457
Email: Christopher.x.phillips@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

Draft Council (Improvement Plan) 2017/2023

How achievement will be measured - Supporting milestones and measures

Supportive Council

Priority	Sub-Priority	Impact
Supportive Council	**Independent Living**	• **Making early interventions to support healthy and independent living** • **Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.**

1. Ensure care home provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:
- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
- Supporting care home providers to ensure service sustainability
- Delivering dementia awareness training to the care homes workforce
- Working with Betsi Cadwaladwr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.

Achievement Milestones for strategy and action plans:
- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market by March 2019
- Develop a plan to help support care home providers to ensure service sustainability October 2017
- Working with Betsi Cadwaladwr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision by September 2018
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability by October 2017

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of care homes where staff have completed dementia awareness training	Chief Officer – Social Services	0	20	25

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.

Achievements will be measured through:
- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team with BCUHB which is able to offer advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

Achievement Milestones for strategy and action plans:
- Implementation of a joint community resource team with BCUHB which is able to offer advice and support through the single point of access by December 2017
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of Social Services and Well-being Act (Wales) 2014 by September 2017

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/024 Percentage of adults satisfied with their care and support	Chief Officer - Social Services	TBC	90%	93%

3. Improve outcomes for looked after children.

Achievements will be measured through:
- Supporting children in stable, local placements
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/028 Percentage of child assessments completed in time	Chief Officer - Social Services	84%	84%	87%
PAM/029 Percentage of children in care who had to move 3 or more times		13%	10%	7%
Percentage of children in care seen within 28 days by BCUHB.		New Measure	95%	97%

Priority	Sub-Priority	Impact
Supportive Council	Integrated community social and health services	• **Enabling more people to live independently and well at home.** • **Giving equal opportunity to all to fulfil their lives.** • **Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.**

1. Ensure that effective services to support carers are in place as part of collaborative social and health services.

Achievements will be measured through:
- Increasing the number of carers identified through the single point of access
- Increasing the number of Carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers Action Plan.

Achievement Milestones for strategy and action plans:
- Evidencing improved outcomes for carers by enabling them to continue with their caring role by March 2018
- Development of the regional Carer's Action Plan by March 2018

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of adult carers identified.	Chief Officer – Social Services	867	900	1000
PAM/026 Percentage of carers that feel supported		67%	75%	80%

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2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through:
- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
- Maintaining the rate of delayed transfers of care for social care reasons

Achievement Milestones for strategy and action plans:
- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital by March 2020

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/025 Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	Chief Officer – Social Services	1.78	1.78	1.78

3. Establish an Early Help Hub, involving all statutory partners and the third sector.

Achievements will be measured through:
- Establishing the Early Help Hub to provide effective and timely support to families
- Reducing referrals that result in "no further action".

Achievement Milestones for strategy and action plans:
- Establishment of the Early Help Hub to provide effective and timely support to families by 31 October 2017

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of child protection referrals that result in "no further action".	Chief Officer – Social Services	37.6%	30%	25%

4. Further develop dementia awareness across the county.				

Achievements will be measured through:
- The number of dementia cafes in Flintshire
- Increasing number of dementia friendly communities in Flintshire.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of dementia cafes in Flintshire	Chief Officer – Social Services	3	6	6
The number of dementia friendly communities in Flintshire		2	3	4

Priority	Sub-Priority	Impact
Supportive Council	**Safeguarding**	• **Protecting people from the risk of any form of abuse.** • **Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.**

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievements will be measured through:
- Increasing referral rates from within Council services other than Social Services.
- Completion of the online child and adult safeguarding module
- Council officers completing safeguarding awareness training
- Embedding processes and best practice across the council
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Implement the safeguarding policy across all Council Services.

Achievement Milestones for strategy and action plans:
- Embedding processes and best practice across the Council by 31 March 2018
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage by 30 September 2017
- Implement safeguarding policy across all Council Services by 30 September 2017

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Increased referral rates from services other than Social Services.	Chief Officer – Social Services	3	30	30
The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.		0	350	700
Number of Officers who have completed the online child and adult safeguarding module		TBC	TBC	TBC

2. Ensure that our response rates to referrals remain within statutory targets.

Achievements will be measured through
- Meeting statutory procedural targets for child and adult protection.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of adult protection enquiries completed within 7 days	Chief Officer – Social Services	74%	78%	80%
Percentage of initial child protection conferences due in the year and held within timescales		74%	95%	TBC
Percentage of reviews of children on the child protection register due in the year and held within timescales		98%	98%	TBC

3. Preventative approach towards Child Sexual Exploitation (CSE).

Achievements will be measured through:
- Developing a corporate plan linked to regional work to combat CSE

Achievement Milestones for strategy and action plans:
- Developing a corporate plan linked to regional work to combat CSE by October 2017

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.

Achievements will be measured through:
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework.
- Delivery of the level 1 training programme for all Council employees

Achievement Milestones for strategy and action plans:
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework by March 2018

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of employees who have completed the level 1 training package	Chief Officer – Social Services	New Measure	25%	50%

5. Strengthen regional community safety through collaboration and partnership arrangements.

Achievements will be measured through:
- Adopting and achieving of the priorities of the North Wales Safer Communities' Board Plan through; formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board

Achievement Milestones for strategy and action plans:
- Development of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2018

6. Ensure we meet the requirements of the North Wales Contest Board.

Achievements will be measured through:
- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015

Achievement Milestones for strategy and action plans:
- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015 by March 2018

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SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 20th July 17
Report Subject	CSSIW Performance Review of Flintshire County Council Social Services
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services
Type of Report	Operational

EXECUTIVE SUMMARY

The annual letter from Care and Social Services Inspectorate Wales (CSSIW) relates to the period April 2016 to March 2017 and is informed by CSSIW's inspection, performance review and engagement activity during the year.

The letter notes sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments regarding the development of the Information, Advice & Assistance Service in Adult's Services and the Early Help Hub in Children's Services.

CSSIW's focus themes for last year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance will continue as a priority into next year.

RECOMMENDATIONS	
1	Scrutiny receive this report for information.

REPORT DETAILS

1.00	**EXPLAINING THE ANNUAL LETTER**
1.01	The annual letter from Care and Social Services Inspectorate Wales (CSSIW) relates to the period April 2016 to March 2017 and is informed by CSSIW's inspection, performance review and engagement activity during

	the year.
1.02	The letter sets out the areas of progress and development for Flintshire Social Services for the year 2016/17, provides feedback on annual engagement themes, comments on progress arising from CSSIW inspections, and briefly describes CSSIW's plans for future inspection, engagement and review.
1.03	The overall tone of the letter is very positive. In summary, the council has made sustained progress in meeting the requirements of the Social Services and Well-being (Wales) Act 2014. The local authority has aligned its review of its own performance (the Director's Report) within the context of the national outcomes framework, signalling a more open evaluation and more robust scrutiny of its own effectiveness.
1.04	The letter notes a clear sense of direction and ambition in relation to the development the Information, Advice & Assistance Service and the Early Help Hub.
1.05	It further comments on other positive service developments, including: • The transformation of learning disability services; • The development of social enterprises; • An increasing commitment to Welsh language services; • Increasing the opportunities for people to have a say in shaping strategic commissioning; • A strong commitment to strategic partnerships; • Strong engagement with our providers.
1.06	The letter acknowledges continuing challenges in relation to the implementation of the new safeguarding thresholds and guidance, which the authority continues to prioritise into the forthcoming year, and with respect to strategic partnership working with Betsi Cadwalader University Health Board (BCUHB), which is being taken forward as a strategic priority for the region.
1.07	New areas identified for inspection, engagement and review for the forthcoming year are support provided for people with mental health needs and placement decisions for children who are looked after by the local authority.

2.00	**RESOURCE IMPLICATIONS**
2.01	None

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None

4.00	**RISK MANAGEMENT**
4.01	None

5.00	APPENDICES
5.01	Appendix 1: Annual letter from Care and Social Services Inspectorate Wales (CSSIW)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officer:** Jacque Slee, Performance & Quality Manager **Telephone:** 01352 704021 **E-mail:** Jacque.slee@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<u>Information, Advice and Assistance Service</u> A requirement under Section 17 of the Social Services and Well-being Act (Wales) 2014 that a local authority must establish and maintain a service for providing people in its area with information and advice in relation to care and support.
7.02	<u>Early Help Hub</u> A new approach by Flintshire Social Services, BCUHB, North Wales Police and Flintshire Local Voluntary Council in line with the Social Services & Wellbeing Act (Wales) 2014 & statutory powers to prevent crime & disorder, keep children safe & improve the wellbeing of children by intervening early and coordinating a multiagency response.

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To: Neil Ayling   June 2017

Director of Social Services

Dear Director

CSSIW Performance Review of Flintshire County Council Social Services

This letter is informed by CSSIW's inspection, performance review and engagement activity during 2016/17. At the Performance Review meeting on 16 March 2017 we provided feedback on our inspection, engagement and performance review activity over the past 12 months.

Progress on key areas for improvements and developments in the last year

There has been sustained progress in meeting the requirements of the Social Services and Well-being (Wales) Act 2014 and the local authority has aligned its review of its own performance within the context of the national outcomes framework. This provides an effective measurement tool for determining the success of personal well-being outcomes. The explicit adoption of this methodology signals a more open evaluation by the local authority and invites more robust scrutiny of its effectiveness.

Information, advice and assistance arrangements continue to evolve and there is a clear sense of direction, however, a more integrated gateway for the public will necessitate a single point of access that also incorporates health matters – this will require greater commitment from Betsi Cadwaladr University Health Board (BCUHB) for it to reach its full potential.

Proposals for the development of the early help hub in children's services are promising, and reflect an ambition to rebalance resources to build resilience at an earlier stage, when preventative work can have a greater chance of delivering successful well-being outcomes. CSSIW will monitor progress in its implementation during 2017/18.

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

The transformation of learning disability services has continued with the development of alternative delivery models that will enable people to better access new skills that secure greater independence. This approach will result in the delivery of modernised operations, with greater emphasis upon the development of more meaningful, and sustainable, day and work opportunities

Work has continued to promote the development of social enterprises that underpin local authority priorities. The continued growth of initiatives such as Double Click - a design and print studio that supports people in the community with mental health needs - provides strong evidence of this commitment, whilst also delivering a thriving and sustainable service that additionally stimulates the local economy.

There is an increasing commitment to strengthening Welsh language services, and the local authority has established an Equality and Welsh Language Network in order to embed the 'more than just words' legal framework.

People have a greater say in shaping strategic commissioning, and this is evidenced in developments such as 'working together for change'. Likewise, there is increasingly effective engagement with providers, as shown through initiatives such as 'progress for providers' that aims to deliver more personalised services.

There is a strong commitment to strategic partnership with an increasing emphasis upon measurable outcomes and this reflected, for example, in the development of the Repatriation and Prevention project with the clear aim of supporting local foster placements, thereby reducing the need for placements for children and young people that are out of county.

Strategic partnership working with BCUHB continues to be a challenge that local authorities in the region need to address collectively.

Feedback on annual engagement themes

During 2016 – 17 we carried out a range of engagement activities across all authorities in Wales. This engagement activity focuses on two main themes, adult safeguarding and carers.

- Safeguarding adults

A Corporate Safeguarding Panel was established in December 2015 and has resulted in the creation of a corporate policy, a structured communication plan.

The local authority was a strong advocate and supporter of National Adult Safeguarding Week in November 2016, during which a number of information points were set up for the provision of advice to the public.

Safeguarding systems have been restructured with the aim of providing a more consistent response, with increased emphasis upon cross-learning with children's services. Systems are largely responsive and contract monitoring services remain a key element in the early identification of adults at risk. However, safeguarding thresholds are inconsistently applied, and sometimes there is not enough urgency in risk mitigation. The local authority is addressing these issues and is establishing more robust systems that will better monitor the effectiveness of practice and

subsequent outcomes. This will remain an area for further monitoring over the next year.

- Carers

A new co-produced carer's strategy has been developed that is more rooted in the needs of people and their views of the things that matters to them. Referrals for young and adult carers have reportedly increased by 23% during the past year.

The Barnados Young Carers Project provides advice and support whilst Flintshire Young Carers works with young people aged 5 to 18 who provide care to someone in their family with a disability, long-term illness, substance misuse or mental health needs. The local authority has previously developed the innovative A2A card to facilitate additional support whilst at school.

NEWCIS facilitates a wide range of information and support for adult carers – this is reinforced by the practical support provided by Carers Trust Crossroads Care Services, British Red Cross, The Neuro Therapy Centre and Daffodils.

CSSIW met with carers at an event commissioned by Hafal and, whilst social services was a valued resource, few were aware of the support social services could potentially offer at times of mental health crisis.

Progress on recommendations arising from CSSIW inspections

The inspection of children's services in 2015 has been subject to a structured series of progress review meetings that have tracked and evaluated action by the local authority to address recommendations. Good progress has been made so far and the implementation of the early help hub will be reviewed in due course as a continuation of this process.

Inspection, Engagement & Performance Review Plan

In 2017-18 in addition to areas identified for follow up above, CSSIW themes for inspection, engagement and performance review are:

- Support provided for people with mental health needs with a focus on Community Mental Health Team's

- Placement decisions for children looked after

 CSSIW will provide six weeks notice if the authority is scheduled for an inspection during 2017/18.

CSSIW will also continue to consider what actions have been taken by the local authority in relation to recommendations contained in its national thematic reviews including Deprivation of Liberty Safeguards, services for people with learning disability, domiciliary care and Public Law Outline.

CSSIW work with partner inspectorates

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CSSIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate as well as the local context for social services performance.

As this is the first year we have written to you in this format we will not be publishing this letter, but will do so in subsequent years.

Yours sincerely

Vicky Poole

Regional Director

Copy sent to

Chief Executive of Flintshire County Council
Healthcare Inspectorate Wales
Estyn
Wales Audit Office

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 20th July 2017
Report Subject	Flintshire Early Help Hub
Cabinet Member	Cabinet Member for Social Services Cabinet Member for Education
Report Author	Senior Manager: Children's Services and Workforce Senior Manager: Integrated Youth Services
Type of Report	Strategic

EXECUTIVE SUMMARY

The Flintshire Public Service Board (PSB) have commissioned the establishment of a multiagency Early Help Hub in Flintshire (herein the EH Hub).

The EH Hub has been designed to enable the delivery of more timely and appropriate early intervention and support for families with greater needs.

The EH Hub does not replace the high quality early intervention support that already takes place across Flintshire.

Support from the EH Hub is targeted to families with 2 or more ACE's (Adverse Childhood Experiences – see section 1.11).

The development of the EH Hub is closely aligned to the strategic design of Families First. Families First funded projects will support the operational delivery of the Hub.

The Hub will commence a soft launch on 30 June 2017. The soft launch will respond to existing referrals from partner agencies. A full launch will take place in the Autumn of 2017 following wider information seminars.

RECOMMENDATIONS	
1	Scrutiny are asked to note the development of the EH Hub and endorse proposals for a full launch in the Autumn of 2017.

REPORT DETAILS

1.00	**BACKGROUND**
1.01	The EH Hub aims to address key legislative and regulatory requirements and the PSB ambition for better quality, cost effective services that secure good outcomes for all in Flintshire.
1.02	Primarily, the EH Hub aims to address requirements of the Social Services and Well-Being (Wales) Act 2014 to ensure families have access to relevant information, advice and support as much as possible within their communities to build wellbeing and resilience.
1.03	The EH Hub will also support the Council's ongoing response to four of the twelve recommendations of the Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services (2015). Specifically: Recommendation 1: The Council should progress its commitment to develop an early intervention framework that will deliver integrated services and provide early support for children, young people and families. Recommendation 2: The Council should establish effective systems to ensure that thresholds for assessments are consistent across the service and understood by staff and partners. Recommendation 3: Multi-agency arrangements should be established to review repeat referrals and quality assure decision making. Recommendation 5: Children's services approach to risk assessment and risk management to be more effectively shared and understood by partner agencies.
1.04	**The Business case for the EH Hub** There are a cohort of families who are: often known to multiple agencies; who don't meet thresholds for 'social services'; are receiving time intensive short term interventions; are displaying reoccurring patterns of behaviour/challenges/crisis; with a clear risk that their needs may escalate.
1.05	In April 2016 the Flintshire Public Service Board agreed to seek a proposal from multiagency partners about improving activity and interventions related to families that will benefit from early intervention and support.
1.06	In response local research was undertaken to provide a 'deep dive' into the complex needs and engagement by 29 families with statutory and voluntary and community sector services in Flintshire. This revealed, with limited data sources, a minimum average cost of £107,500 per family related to these needs. Costs particularly related to domestic abuse, substance misuse, children becoming looked after, children missing school and crime and anti-social behavior were amongst the most significant costs.
1.07	The research also identified that multiple needs is largely tantamount to

	multiple interactions with different services all of whom have their own eligibility thresholds and systems of assessment and planning. This can make each individual problem more difficult to tackle and doesn't make transparent how different problems cumulatively present significant overall risks.
1.08	This research sits alongside the reality that 80% of referrals to Social Services from North Wales Police do not met our thresholds for intervention and so mainly result in no further action.
1.09	A proposed model for the EH Hub was developed collaboratively with multiagency partners. The model brings significant service transformation across partner agencies to enable the delivery of more timely and appropriate early intervention and support. The proposed model was agreed by Flintshire PSB in June 2016 alongside an outline implementation plan. An executive sub-committee chaired by North Wales Police was established to oversee implementation of the project and reporting to the PSB. Over the last 12 months a working group of relevant multiagency senior managers has met to work day to day on the operational elements of this service transformation.
1.10	**Adverse Childhood Experiences (ACE's)** A key feature of the EH Hub is that service is targeted to support to families where there are 2 or more ACE's. In essence ACE's are traumatic experiences that occur before the age of 18 and are remembered throughout adulthood. These experiences range from suffering verbal, mental, sexual and physical abuse, to being raised in a household where domestic violence, alcohol abuse, parental separation, parental incarceration, mental ill health or drug abuse is present.
1.11	Evidence shows children who experience stressful and poor quality childhoods are more likely to develop health-harming and anti-social behaviours, more likely to perform poorly in school, more likely to be involved in crime and ultimately less likely to be a productive member of society.
1.12	Results from the first Welsh Adverse Childhood Experience (ACE) study by Public Health Wales show that suffering four or more harmful experiences in childhood increases the chances of high-risk drinking in adulthood by four times, being a smoker by six times and being involved in violence in the last year by around 14 times.
1.13	Research also shows that 30% of people with 4 or more ACEs will have hit someone in last 12 months comparted with 3% for those who had no ACEs. People with 4 or more ACE's are three times more likely to have attended A & E and had overnight stays in hospital.
1.14	**About the Early Help Hub (Key aim)** The key aim of the EH Hub is to provide the greatest level of knowledge and analysis of all known intelligence and information across the multiagency partnership to ensure all children, young people and families have access to advice and information about relevant early support to build coping skills and address any problems before these become

	entrenched. For families that are at greater risk of escalating problems, access to appropriate multidisciplinary interventions as a matter of priority.
1.15	**Key objectives** The key objectives for the EH Hub are: • An improved 'journey' for the child and family with greater emphasis on targeted early intervention and better informed services provided at the right time in line with statutory requirements set out in the Social Services and Well-Being Act (Wales) 2014. • Greater ability to identify potential vulnerability, enabling more preventative action to be taken, dealing with problems before these become entrenched. • Closer partnership working, clearer accountability and less duplication of effort. • A reduction in the number of inappropriate referrals and re-referrals to Children's Services particularly. • Where better information sharing within the EH Hub identifies potential safeguarding concerns, these are actioned in line with relevant procedures.
1.16	**What will the Early Help Hub do?** • Manage referrals received • In addition to the referrals received, multiagency colleagues will research information held on professional databases/through engaging colleagues in respective agencies to enable the EH Hub to make informed decisions about the appropriate response to family needs • Provide a secure and confidential environment for multiagency professionals to share information • Identifies repeat referrals which taken in isolation may not appear concerning • Prioritises referrals and responses • Where better information sharing within the EH Hub identifies safeguarding concerns, these concerns activate 'first response' social work services to provide immediate protection for a child. • Activate Team Around the Family or other targeted intervention services to provide support to the child, young person or family e.g. priority for extra support provided by Parenting, Flying Start health visitor, a Families First commissioned service (e.g. Action for Children for families with support requirements relevant to mental health and/or domestic abuse) etc. • Activate information and advice provision by appropriate agencies e.g. Family Information Service
1.17	**Who is involved?** A team of people who continue to be employed by their individual agencies but who are co-located in one office in Flint. The EH Hub management will be provided through Social Services. Key partners are: Social Services including Team Around the Family (TAF) and Early Years; Youth and

	Education including youth justice, youth services, Families First, North Wales Police; Flintshire Connects including links to Housing; BCUHB and Flintshire Local Voluntary Council.
1.18	**How does it work?** Every case that has been assessed by the EH Hub is given a RAG rating (Red/Amber/Green) that signifies the levels of concern: Red: cases that indicate concerns about child protection will be referred as per local safeguarding procedures to Children's Services, SPOA etc. Amber: child in need case or a child or family needing early intervention in order to build coping skills and secure positive wellbeing and referred on for services within one working day. Green: child or family needing some form of information and advice in order to build coping skills and secure positive wellbeing and referred on for services within three working days.
1.19	All cases are dealt with under EH Hub procedures which includes team members receiving a secure email outlining the RAG rating, details about the child/ young person/ family and the reasons for referral/presenting issues.
1.20	Team members will research and pass any relevant information their agency holds about the family to the EH Hub manager for analysis. Team members supply information which they consider to be relevant and proportionate to the enquiry. If any agency deems the information they hold on a particular enquiry to be highly confidential/ sensitive or not to be shared with other agencies, they take responsibility to inform the EH Hub manager.
1.21	Our ambition is to reach a position where will not be any 'no further actions' when referrals are made to social services. The response might be: • Information & advice largely provided by the Family Information Service. • A single agency information, advice & assistance response from a statutory or third sector service. This might include Police, health visitors, youth justice, Families First services, third sector organisations etc. A co-located information officer with links to the third sector based in the Hub will help with this. • A multiple agency response coordinated by a lead worker from Team Around the Family or some specifically commissioned Families First services who work alongside the family to develop a family plan & coordinate interventions from multiple services
1.22	**Establishing the infrastructure** Detailed work has been undertaken to develop: A single referral form to social services. A single referral form has been developed to request support from the EH Hub, for social services 'care and support' and for child protection concerns. The use of a single referral form will save agencies having to

	use different forms for different situations and concerns.
1.23	**Process pathways and interfaces with child protection** The EH Hub does not replace existing child protection procedures. Detailed work has been undertaken to ensure that interfaces with child protection procedures are clear and continue to take precedent. Specific consultation has taken place with the Police's Central Referral Unit to ensure that existing referral pathways for child protection and association procedures are retained. BCUHB have sought specific assurance that child protection procedure retain their fidelity
1.24	**Information Sharing Protocol (ISP)** An ISP has been developed for information sharing under existing legislative frameworks. The ISP is due for endorsement by a North Wales Regional Group which quality assures ISP's across agencies. This will take place at the end of June 2017. The ISP is between Flintshire County Council, North Wales Police, BCHUB and Flintshire Local Voluntary Council.
1.25	**Communication and awareness** A stakeholder communication plan has been developed to ensure that agencies are aware of the EH Hub, its work, and how to access support.
1.26	**Quality and Performance Framework** A framework has been developed to assess the performance of the Hub in terms of volume of work undertaken, quality of provision and the outcomes delivered
1.27	**Implementation Plan: Next Steps** A soft launch of the EH Help will commence on 30 June 2017. The launch will include an induction programme for staff who will be co-located at Flint County office. Initially the soft launch will focus on referrals received by Social Services that would normally result in no further action. During this time, the processes that have been mapped for the EH Hub will be tested for efficiency and effectiveness, and if necessary revised to ensure optimum performance and work flow.
1.28	In addition to some targeted briefings within services, events will take place for the wider workforce that interact with children, young people and families in September. The events will set out the referral processes for safeguarding/ the EH Hub, the purpose of the EH Hub, a short video on ACEs, and the directory of services through the Family Information Service website.
1.29	An initial overview awareness presentation has been made to the Heads Federation with a more detailed overview planned for September/October 2017.
1.30	It is planned that the EH Hub is fully launched in October 2017 subject to a review of the success of the soft launch and any changes that need to be

	made based an operational experience and learning.
1.31	**Evaluation** A detailed evaluation framework has been developed to assess the effectiveness of the EH Hub. North Wales Police have submitted a national bid available to police which directly links to the EH Hub. If successful the bid would enable an objective evaluation of the EH Hub to inform the strategic future of the EH Hub locally as well as sharing learning across Wales. If the bid is unsuccessful further work will be undertaken to ensure that the work of the EH Hub can be appropriately evaluated within the first 12 months of operation.

2.00	RESOURCE IMPLICATIONS
2.01	The development of the EH Hub is being supported by invest to save funding from Flintshire County Council. Funding has enabled effective project management and additional strategic capacity to support the development of the EH Hub model and its implementation.
2.02	The EH Hub has been designed to bring together existing resources across agencies. This approach is aimed to be sustainable, and to secure better value through aggregation of resources and effective targeting and deployment of support to families in most need. Existing resources will be complimented by additional capacity that has been secured from Families First funding that has been released for this financial year. Specifically Families First will be funding a post from BCUHB (£26k), FLVC (£10k), TAF (£45k), Teulu Cyfan (£9k) and Youth Justice (£15k). Management and oversight of the EH Hub has been secured within existing arrangements.
2.03	To ensure that there is effective and timely support that can be deployed by the EH Hub work has been undertaken to align projects funded through Families First to the EH Hub. Families First commissioning arrangements being remodelled to support the strategic intention, and operational delivery of the EH Hub. The Integrated Youth Service has been key in working with Welsh Government, partner agencies and local service providers to secure this position.
2.04	The full cost of operating the EH Hub and the associated cost benefit analysis will form part of the EH Hub evaluation. A base line 'deep dive' into 29 families involved with statutory and voluntary and community sector services in Flintshire identified a minimum average cost of £107,500 per family to support their needs. Using limited and narrow cost data from the Troubled Families cost database and national Unit Cost reports for health, social care and criminal justice, the aggregate suggests at least £3.18million of costs borne by Flintshire County Council, North Wales Police, BCUHB and Flintshire schools from these 29 families. This excludes costs associated with assistance through Supporting People, welfare benefits, hospital admissions, court proceedings and criminal investigations, additional support for children and families through schools, social housing providers, youth services, mental health services and the voluntary and community sector. An outcomes framework has been designed as part of the EH Hub which will provide qualitative data on the

	benefits realised and associated impact for families.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The EH Hub has been developed in close consultation with partner agencies. Agencies have been involved in the design and development of the EH Hub through an operational project group and a strategic overview group.

4.00	RISK MANAGEMENT
4.01	Families First funding has been made available to secure key posts within the EH Hub including additional capacity for Team Around the Family (TAF), BCUHB and FLVC. This is funding is time limited and cannot be guaranteed on a reoccurring basis. This risk will remain an item for management through the project group structure.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	www.wales.nhs.uk/sitesplus/888/page/88524 **Contact Officer:** Craig Macleod **Telephone:** 01352 701313 **E-mail:** craig.macleod@flintshire.gov.uk **Contact Officer:** Ann Roberts **Telephone:** 01352 704112 **E-mail:** ann.roberts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Public Services Board** Established under the Well-being of Future Generations (Wales) Act 2015 the purpose of Public Services Boards (PSBs) is to improve the economic, social, environmental and cultural well-being in its area by strengthening joint working across all public services in Wales. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. Together these organisations are responsible for developing and managing the Well-being Plan for Flintshire.
7.02	**Adverse Childhood Experiences** ACE's are traumatic experiences that occur before the age of 18 and are

	remembered throughout adulthood. These experiences range from suffering verbal, mental, sexual and physical abuse, to being raised in a household where domestic violence, alcohol abuse, parental separation or drug abuse is present.
7.03	**Care and Social Services Inspectorate Wales (CSSIW)** 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.
7.04	**Families First Programme** The national programme providing a vehicle for delivering on the child poverty strategy (WG 2010). (£1.67 million approx)
7.05	**Social Services and Well-Being (Wales) Act 2014** The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.
7.06	**Public Health Wales** Public Health Wales is the national public health agency in Wales and exists to protect and improve health and wellbeing and reduce health inequalities for people in Wales
7.07	**Team Around the Family** The Team around the Family offer advice, help and support to families with support needs. TAF bring together the support from people and/or organisations to help families. The support offered is aimed at building a family's resilience and coping mechanisms.
7.08	**Family Information Service** Family Information Service Flintshire provides families (and those working with families) with a wide range of information about activities and support available to them. This includes free and impartial expert advice, information and guidance on local childcare and early education places.
7.09	**Information Sharing Protocol** An information sharing protocol provides a framework for the secure and confidential obtaining, holding, recording, storing and sharing of information between participating partner agencies or organisations. It is an agreed set of principles about sharing personal or confidential information and it enables each organisation signed up to the protocol to understand the legal powers and circumstances in which it should share information and what its responsibilities are.
7.10	**Flintshire Local Voluntary Council** FLVC is the umbrella and support organisation for over 1200 voluntary and community groups based in Flintshire.

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SOCIAL AND HEALTH OVERVIEW AND SCRUTINY	

Date of Meeting	Thursday, 20th July 2017
Report Subject	Annual report on the Social Services Complaints and Compliments Procedure 2016-17
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer for Social Services

EXECUTIVE SUMMARY

The Social Services and Wellbeing Act (Wales) 2014 and Social Services Complaints Procedure Regulations 2014, requires Local Authorities to maintain a representations and complaints procedure for social services functions (referred to as the "procedure" from now on). The Welsh Government expects each Local Authority to report annually on its operation of the procedure.

Of the 2,302 adults who received advice or assistance from Adult Social Services during the year, 55 individuals complained about the service they received (2.4%). Of the 1,789 children and families who received information, advice and/or assistance from Children's Social Services, 46 individuals complained about the service they received (2.6%). The number of complaints received across both Service areas are consistent with previous years and are low considering the significant changes to service delivery over the past 12 months.

All complaints are scrutinised and used to improve both services as part of a 'lessons learned' process.

RECOMMENDATIONS	
1	That Members scrutinise the effectiveness of the complaints procedure with lessons being learnt to improve service provision.

REPORT DETAILS

1.00	**EXPLAINING THE NUMBER OF COMPLAINTS RECEIVED, THE ISSUES RAISED AND THEIR OUTCOMES**
1.01	Feedback in the form of compliments and complaints from service users, their family or carers can highlight where services are working well or where services need changing. Flintshire County Council wants to learn from this feedback and use the experiences to improve services for everyone who uses them.
1.02	As part of our day to day business staff deal with questions, concerns, problems, dissatisfaction, and general feedback which frequently includes praise. We encourage staff to listen to people, to explain decisions, to clarify where misunderstandings have arisen and to take action to put things right where they can. This approach enables us to provide a responsive and effective service. However, we recognise that there will also be complaints that we need to listen to, address and learn from.
1.03	Our assessment is that Social Services has a robust complaints procedure in place. We welcome complaints and want to ensure service users, carers and families are listened to, their views acted upon, and that receive a timely and open response. Staff and Managers work hard to resolve problems as soon as they arise, and advocacy is actively promoted. As part of our wider approach to quality assurance all complaints are reviewed to bring together information about the overall quality of services, to identify trends, and action required including any lessons learned to avoid similar issues arising again.
1.04	Overview of complaints: Adult Social Services 55 complaints were received in the year, which is comparable to previous years. This number should be considered against the context that 2,302 adults received advice or assistance from Adult Social Services during the year. There were incremental increases and decreases across service areas. 2 complaints were made concerning the North East Wales Emergency Duty Team, the first complaints received about the service in several years. All complaints received across the Service are scrutinised to see if anything further could have been done to alleviate a complaint being made in the first place; there were no such instances where a complaint could have been avoided. Every effort is made by social work staff and Managers to resolve issues/concerns quickly with service users and families. See appendix 1 for a summary of complaints made across each service area.
1.05	This year saw a small drop in the number of complaints received about registered providers. Complaints about registered providers are shared with the Contracts Monitoring Team who visit on a regular basis to ensure their contractual obligations are being fulfilled. A multi-agency information sharing meeting takes place between the Department, Health and the Care and Social Services Inspectorate for Wales (C.S.S.I.W.) where complaints information is shared and considered together with other information collated by agencies.
1.06	One complaint related to a dignity issue (see appendix 1).

1.07	Service	2016-17	2015-16	2014-15	
	Older People – Localities	14	11	6	
	Older People – Provider	4	4	3	
	Learning Disability	10	* 58	21	
	Mental Health and Substance Misuse	1	0	3	
	Physical Disability and Sensory Impairment	5	7	4	
	Other (inc. Business Support Services etc.)	3	3	5	
	Safeguarding	3	0	0	
	Emergency Duty Team	2	0	0	
	Private care homes	5	5	8	
	Private domiciliary providers	8	11	6	
	Total number of complaints	**55**	**99**	**56**	

43 of 58 complaints made about the Learning Disability Service in 2015-16 related to the planned changes to the allocation of respite care nights, the changes to supported living arrangements and the planned cessation of the day opportunities payment.

1.08	A range of methods are used to resolve complaints including:

a.   A meeting or conversation with the complainant to discuss their concerns

b.   Involving Advocates and self-advocacy groups

c.   A written explanation as to the reasons for a decision

d.   An apology where appropriate

e.   Action taken to review a decision

f.   Independent investigation (Stage 2 of the procedure)

1.09	The Regulations place a duty to discuss and resolve any complaint within 10 working days and write formally to the complainant confirming the outcomes. There is a 25 working day timescale for Stage 2 complaints.

Adult Social Services	2016-17	2015-16	2014-15	
Within timescale at Stage 1	95%	97%	95%	

1.10	Adult Social Services resolve complaints within timescale on a consistent basis. Three complaints were resolved just outside of the timescale.
1.11	<u>Stage 2 (Independent Investigation)</u> 7 complaints were investigated independently at Stage 2 of the complaints procedure (independent investigation). This compares to 4 complaints investigated independently last year and 3 complaints investigated independently during 2014-15. All complaints that progress to Stage 2 are scrutinised to see if anything further could have been done to resolve the complaint formally at Stage 1: there was no option but to progress these 7 complaints to Stage 2 due to their nature or complexity. All 7 complaints investigated independently at Stage 2 were done so within timescale. See appendix 3 for a summary of the Stage 2 investigations and their outcomes.
1.12	<u>Ombudsman</u> 3 complaints were opened by the Public Services Ombudsman for Wales' office during this year (see appendix 4 for further details). 1 complaint opened by the Ombudsman's office during the previous year of 2015-16, and carried forward into this year was upheld. At the time of writing this report, a draft policy to meet the final recommendation has been drafted and is awaiting to be signed off by all six North Wales Local Authorities and Health.
1.13	<u>Lessons Learned</u> Learning from complaints is important and we use the findings and outcomes to inform policy and practice in delivering services (known as the 'lessons learned' process). Examples of action taken on issues raised as a result of complaints to Adult Social Services include:
1.14	• Reminding both social care staff and registered providers of procedures and expectations in relation to accompanying individuals in ambulances in emergency situations. • Introducing a new 'Family Contact Plan', which instructs both social work staff and registered providers which family member should be contacted on a particular day and time of day (including who to contact during family holidays). • Adopting a procedure setting out how to record and deal with allegations of inappropriate behaviour by service users against staff working in Social Services, Health and registered providers. • Reviewing our existing waiver panel procedure in line with the new Act and Code of Practice. A new application form that includes a checklist of weekly/monthly spends) together with guidance notes for service users and carers etc. Challenges/appeals to waiver panel decisions are now reviewed by the Senior Manager for Safeguarding and Commissioning for a further layer of independent oversight and scrutiny. • Revising the direct payment procedures so they are explicitly clear as

	to when a direct payment commences.
1.15	**Compliments**
	It is pleasing to report that Adult Social Services received 168 compliments during the year, an increase in last year. Compliments are received in the form of cards, letters or emails from service users or their families when they recognise staff have done "over and above" what is expected. See appendix 5 for a summary of some of the compliments received. The number of compliments recorded within each area of work is shown in the following table:

Service	2016-17	2015-16	2014-15	
Older People – Localities	50	36	27	
Older People – Provider	72	71	95	
Learning Disability	7	13	4	
Mental Health and Substance Misuse	21	13	31	
Physical Disability and Sensory Impairment	5	2	2	
Other (inc. Safeguarding, Business Support Services etc.)	10	8	17	
Registered Providers – Residential and Domicil.	3	3	2	
Total number of compliments	**168**	**146**	**178**	

1.16	**Overview of Complaints: Children's Social Services**
	46 complaints were received during the year when 1,789 children and families received information, advice and/or assistance from the Service. Similar to complaints in Adult Social Services, the number of complaints relating to Children's Social Services are consistent with previous years. Again, all complaints received are scrutinised to see if anything further could have been done to alleviate a complaint being made in the first place. Every effort is made by social work staff and Managers to resolve issues/concerns quickly with service users and families.
1.17	4 children/young people complained during the year; one was supported by an Advocate, the other three did not want the services of an Advocate. In terms of resolving these complaints, we:
	• Confirmed all personal possessions had been returned to the young person concerned. • Apologised for the difficulty in arranging contact between siblings but arrangements were now in place. • Quickly resolved problems with a maintenance allowance that hadn't

	• been paid.
	• Discussed issues with a young person that they had raised about their previous foster placement.
1.18	3 of the young people had their complaints resolved to their satisfaction. One young person remains dissatisfied about missing personal possessions going missing from over two years ago; at the time of writing this report a resolution remains in progress.
1.19	See appendix 2 for a summary of complaints made across each service area.

Service	2016-17	2015-16	2014-15
Childcare Fieldwork and Resources	42	43	41
C.I.D.S. (Children's Integrated Disability Service)	3	2	3
Other (Includes Safeguarding Unit etc.)	1	4	4
Total number of complaints	**46**	**49**	**48**

1.20	As explained earlier, a range of methods are used to resolve complaints. These include:

a.   A meeting or conversation with the complainant to discuss their concerns

b.   Involving Advocates and self-advocacy groups

c.   A written explanation as to the reasons for a decision

d.   An apology where appropriate

e.   Action taken to review a decision

f.   Independent investigation (Stage 2 of the procedure) |
| 1.21 | 42 out of the 46 complaints received at Stage 1 were responded to within timescale (91%). The 4 late complaints were responded shortly outside timescale, 1 of these complaints was late whilst we awaited legal advice. The Service continues to improve in meeting the statutory timescale to resolve complaints. |

Children's Social Services	2016-17	2015-16	2014-15
Within timescale at Stage 1	91%	88%	79%

1.22	Stage 2 (Independent Investigation
	2 independent investigations were completed at Stage 2 during the year: neither could be resolved at Stage 1 due to their complexity. This is the lowest number of Stage 2 investigations since the Regulations were revised in 2006, reflecting the effort Managers and Senior Practitioners put into resolving complaints. A summary of these investigations is described in appendix 3.
1.23	Ombudsman
	No complaints were opened by the Ombudsman during this year, but they did complete an investigation they opened during the previous year of 2015-16. The complaint was upheld (see appendix 4).
1.24	Lessons Learned
	Recommendations following Stage 2 investigations often inform our lessons learned process. Given there were only 2 investigations this year, the few lessons learned include:
	- Reminding staff of the importance of the timely transfer between the Children's Integrated Disability Service (C.I.D.S.) to Fieldwork if children don't meet the C.I.D.S. eligibility criteria. - Reviewing the Council's webpage regarding the fostering allowance to ensure there is no misunderstanding as to the fees carers are entitled to.
1.25	Compliments
	Children's Social Services recorded 53 complaints during the year from families and the Courts. They were in the form of cards, emails, texts or letters. See appendix 5 for a summary of some of the messages received.

Service	2016-17	2015-16	2014-15
Children's Social Services	53	61	77

2.00	**RESOURCE IMPLICATIONS**
2.01	The Regulations state all Stage 2 complaints involving both Adult and Children's Social Services are commissioned to Independent Investigators (and an Independent Person for Children's Social Services as set out in the Children Act, 1989). The cost for Stage 2 complaints for the period was £8,671.50 (the previous year amounted to £8,956.08).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None undertaken.

4.00	RISK MANAGEMENT
4.01	No risks identified.

5.00	APPENDICES
5.01	Appendix 1: Summary of complaints across service areas (Adult Social Services)
	Appendix 2: Summary of complaints across service areas (Children's Social Services)
	Appendix 3: Summary of Stage 2 independent complaint investigations and their outcomes (both Children and Adult Social Services)
	Appendix 4: Summary of complaints investigated by the Public Services Ombudsman for Wales and their outcomes (both Children and Adult Social Services).
	Appendix 5: Summary of compliments received across service areas (both Children and Adult Social Services).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	'A guide to handling complaints and representations by Local Authority Social Services', August 2014 (Welsh Government)..
	Contact Officer: Ian Maclaren, Complaints Officer for Social Services **Telephone:** 01352 702623 **E-mail: ian.maclaren@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	(1) Stage 2 complaint: the Regulations stipulate that where a complainant remains dissatisfied with their response from the Council, consideration must be given to progressing the complaint further in the statutory procedure, i.e. to Stage 2. An independent investigation is commissioned using a shared North Wales 'pool' of retired social care Officers.

Adult Social Services

Summary of complaints received across service areas 2016-17

Older People Localities

14 complaints were received during the year, an increase on previous years. Broadly their themes were about: case management, care and communication issues. They included:

X complained that he hadn't been involved in placing his mother at a registered home (estranged from her at the time of the placement) and therefore did not agree to any top up fees. Although we had correctly applied the charging arrangements, X was not consulted with at the time (it was his mother's partner who was involved at the time). A compromise was reached that the Department would pay the top up fees up to the end of January, thus allowing the family to explore alternative homes or consider paying the top up fees in future. It was our belief it is not in mother's best interests to move her from the home where she has been living for the past few years. Agreement was reached following legal advice that we would pay the top-up fees given the circumstances.

X complained about contact and communication arrangements between herself, her father's care home and the Social Worker.

Following a review of the case, we explained decisions made in relation to family visits were made with her father's best interests with the agreement of all professionals concerned. All family members were written to by their father's partner when the arrangements were drawn up advising as to the conditions of such visits (because of previous behaviours and concerns).

X complained as to why we were not making plans to move her grandmother closer to her family in South Wales

We explained grandmother has always considered Flint to be her home, she has a lot of friends who take her out and visit her, and she has an active social life in Flint. The appointment of an Advocate has regrettably taken some time, but grandmother had confirmed she wanted to stay in Flint. A Best Interests Meeting has also been convened.

Older People Provider

Four complaints were received, similar to previous years. They included:

X complained about an error with a member of staff administering her medication.

We apologised for the medication error. Following a recent change in her personal medication, we explained a night-staff member had difficulty reading the Staff Handover Book and gave two tablets instead of just the one. We accepted the night

staff should have sought management advice, but she will receive further medication training as a result. The staff group were reminded that instructions are to be clearly recorded.

X complained the times of the home care arrangements did not meet his mother's needs under the new Act.

We explained the main objectives of the package were to assist with personal care, medication, meals and support with domestic tasks. We explained to X the principles behind the new Act. Mother was independent prior to her stroke and she wanted to regain this. She had been signposted to other 3rd sector services as well.

X complained that despite a Council residential home trying over a number of weeks, his friend was still without access to S4C in her room. Welsh is X's first language.

After some deliberations with IT, an external aerial fitter resolved the problem and X now has S4C in her room.

Learning Disability

Ten complaints were received, a reduction compared to previous years. Broadly their themes related to: care and support,

Family complained they made a safeguarding referral to the Learning Disability Team, but this was not followed up in a timely manner by them. Family also complained of a lack of action as there was damp in their brother's home.

We explained the Social Worker had contacted the provider for them to make a safeguarding referral, but we acknowledged the Social Worker should have made the referral personally. A reminder has been sent to staff to make their own safeguarding referrals when such information is passed to them. Issues of damp have been raised with the landlord and they are in the process of being addressed. During this time, the brother and the other resident have chosen to remain in their home and not move to a temporary residence.

X complained of a lack of communication from his cousin's Social Worker re. his cousin's care and accommodation. X wants his cousin to move in with him.

We advised X that his cousin was capable of representing himself with his professional Advocate present. Cousin is free to share information with whoever he wishes and he has chosen not to update X. We also advised that packages of care commissioned by us would be funded only, and not any private arrangement made by X.

X was unhappy with some aspects of his work placement, including being called names.

The Manager met with X and the other service user concerned to discuss what was happening and mediate. X confirmed after the meeting he was happy and the issues had been resolved.

Mental Health and Substance Misuse

One complaint was received this year. Complaints regarding this part of the Service remain consistently low.

X complained that her concerns were not taken seriously when she contacted the team with concerns about her sister.

We explained to X that her sister had not given consent for the team to discuss her care and treatment. However, we sought to reassure X that staff did listen to her and took on board her views.

Physical Disability and Sensory Impairment

Five complaints were received that included:

X complained that Panel had refused her direct payments when she had previously received them from another LA.

We further explained the rationale behind Panel's decision, adding our focus was on progression outcomes such as meeting new people and forming relationships etc. via natural networks, and not paid care.

X complained about a range of issues following our involvement with her daughter's care since 2011.

We asked why her concerns weren't raised at the time to avoid unnecessary anxiety. We found carers assessments had been offered but not followed up by X. We also found assessments were regularly completed and reviewed. We believe we have followed due process.

Other (including Business Support Services)

Three complaints were received which is consistent with previous years. They included:

X challenged the Department's decision as to how it had applied Deprivation of Assets in her family's case.

We reviewed the family's supporting evidence but stood by the original decision. We believed at the time Power of Attorney was sought, X could have sought legal advice about making her parents as beneficial interests in the property. Her Solicitor should

also advised her of this. In addition and at the time of the disposal of assets, one parent had an assessed need and received a reablement package, implying future care needs.

X complained about the charges levied at the young person she cares for. She submitted full financial details but Waiver Panel turned down her request.

We met with X who was able to give a more detailed picture about her personal circumstances, particularly the reasons around her rent fees and her high fuel costs. The original decision was overturned based on this new information.

Safeguarding

Three complaints were made in relation the Adult Social Services aspect of Safeguarding, including:

X complained that concerns about his brother's placement raised with Safeguarding had not been investigated properly.

The home concerned investigated the allegation at the time and provided a full and robust response. Safeguarding concurred that relevant processes had been followed and that communication from them to X had been appropriate and timely.

X complained she had not been properly involved in the DoLS concerning her mother that the Social Workers involved had not been professional and the assessment paperwork used to inform our decision was flawed.

We explained in detail the DoLS process and sought to reassure X that we were acting in her mother's best interests and adhering to legislation.

North East Wales Emergency Duty Team (N.E.W.E.D.T.)

Despite, no complaints in the past few year, two complaints were made in the same quarter, including:

X's father suffered a heart attack on a Saturday. Her father is the primary carer for her step-mother. As X's father was in hospital, X asked N.E.W.E.D.T. to explore what support could be provided for her step-mother whilst her father was in hospital. She was dissatisfied with the response.

NEWEDT reviewed what happened on the day. They explained their purpose was a strict crisis response and staff at the time prioritised their work appropriately. There was no intention to keep X waiting longer than necessary. Provisional arrangements were explored with local care homes with a view to an emergency placement if needed, but X had found alternative arrangements in the meantime that meant no further action was necessary.

X complained of a 'chaotic' response following an incident whereby his mother, who has mental health issues, was in an agitated and confused state at home. He was also told he "should not be ringing this number".

We explained we had to seek medical input given his mother's mental state at the time. N.E.W.E.D.T. arranged for the out of hours G.P. to visit X's mother at home, after which the G.P. arranged for hospital admission. The phone call has been reviewed (all calls are recorded) and staff were professional throughout.

Registered Provider (Residential)

Five complaints were made regarding registered residential providers that included:

X raised concerns following her grandmother's admittance to hospital. She was admitted with a pressure area on her rear and found a darkened area on her heel. Hospital did not raise any safeguarding concerns.

The home explained grandmother's redness (and not sores) were reported to District Nurses and procedures were followed. This was backed up by documentary evidence of repositioning etc.   She was left on a stretcher for a period of time on a stretcher when an ambulance was called prior to her admission and this *may* have caused the soreness. Health Safeguarding agreed to review with A & E separately.

X's mother was refused cot sides to her bed and her pressure mat did not prevent a fall and injury.

The home explained they are not allowed to place cot sides on beds which they had explained to the family previously. They followed the advice of the District Nurses following their assessment as they concluded it would be more of a danger to have them in place.

Registered Provider (Domiciliary)

Eight complaints were made regarding registered domiciliary providers that included:

X complained about a range of issues relating to her estranged husband's care, many of which were historic and had already been dealt with previously.

Following a meeting with the agency concerned and District Nurses, we confirmed husband's convene was being administered in an appropriate manner and that carers were meeting his needs. Husband himself has reported he is happy with his carers. Contracts Team drew up a protocol between husband, his family and carers to protect his dignity.

X complained as to the number of different carers supporting her, carers sometimes not showing up and other times duplicating each other's duties by arriving within half an hour of each other.

The agency explained X had a close relationship with her former carer who, for personal reasons, was no longer able to support X. Since then, there have been a number of carers to maintain X's support. Problems were experienced in the past with the computer system and rotas, but these have been rectified. The agency explained carers prioritise incontinent or very poorly clients in the mornings and may sometimes run late.

Complaints Relating to Dignity

A family complained about their father sleeping on his bedroom floor one evening. The registered home explained this was due to the risk of him falling as his condition had deteriorated so rapidly after admission to the home. A review by Social Services concluded the gentleman should not have been discharged by the hospital back to the home without a full reassessment of his needs. The home should not have accepted the gentleman back and instead should have arranged for him to be readmitted to hospital. Whilst the home struggled to meet the gentleman's needs, it was recognised they did not hesitate to report this and requested assistance. The home did what they could for the gentleman and the family during a difficult time.

Children's Social Services

Summary of complaints received 2016-17

Fieldwork and Resources

X complained about a breakdown in relationship with her children's Social Worker, who she claimed was negative and unsupportive.

We reminded X of our significant concerns about the children's safety given recent domestic violence incidences. The case is now entering into legal proceedings and the Social Worker will remain the same in the meantime.

X complained about a recent social work visit to her home, her belief she is victimised because of her mental health issues and the children's grandparents not being involved in the assessment process.

We apologised for being late to a visit. We also explained what happens during a Section 47 (child protection) investigation and the need to sometimes speak with children alone. We respected children's wishes by not visiting them at school hence why this was done at home. We added the wider family would not be part of the Section 47 investigation. They would instead be involved in the wider assessments. We explained our duty to assess all referrals whether or not the family concerned believe the information to be accurate or not.

X complained about the level and timeliness of communication from a social work team following her enquiry.

We explained we took her concerns seriously but they were not child protection matters. We advised her at the time of her enquiry that the Team Around the Family were best placed to assist and her case would be allocated within 2 weeks, which it was.

X was unhappy that it has taken 8 weeks for a safe carers assessment to be completed and that we are pre-judging her.

We explained that a safe carer's assessment requires a period of observation but we apologised for delays due to a busy workload. The Social Worker will complete the assessment shortly. We sought to reassure X she has not been pre-judged, but she does not acknowledge the risk her partner presents, hence why all contact is supervised.

Foster carers complained about an email written about them by a Social Worker which they took exception to. They also complained about the timeliness of her statutory visits.

The Social Worker concerned reflected on the matter and acknowledged the upset her comments will have caused. We reassured the carers that at no point did they undermine the case and care planning. Statutory visits were completed in a timely manner, though in her absence they were undertaken by others.

X complained that she hadn't had direct contact with her daughter for several months.

We explained that X's daughter had chosen not to have contact with her mum in order to protect herself and concentrate on her school work. Both mum and we have to respect this wish. However, there have been some positive steps of late via exchange of letters.

X complained she had only just found out about an allegation concerning her son made a couple of months ago.

We explained we are mindful of the intrusion felt by families following our previous intervention and the anxiety this sometimes causes. In this case the referral received from school resulted in our making checks with other agencies without the need to inform family and cause unnecessary anxiety. X was satisfied with the explanation.

X had contacted First Contact in relation to difficulties she was experiencing with her teenage son, who had chosen to live with his dad. X doesn't believe he is being held accountable and wanted our support, but she was unhappy with our response.

We acknowledged that X may feel aggrieved about her son not wanting to return home but explained there was nothing we could do about this. He is of an age where he has chosen to vote with his own feet. We signposted her for legal advice.

Safeguarding

One complaint was received concerning the Safeguarding Unit and their remit within childcare social work.

X believed she had been spoken to in an abrupt manner by the Conference Chair and that she was talked over during the meeting. Her ex-partner was seen separately with the Chair at the end of the Conference.

We explained to X our belief she had been treated in an open, fair and professional way before and during the Conference. The subject matter was serious and the Chair facilitated a meaningful discussion between X and her ex-partner, bearing in mind the conflict that exists between them. The Chair also gave both parties ample opportunity to speak and be listened to. The discussion with her ex-partner at the end was not in relation to the conference and was a private matter.

C.I.D.S. (Children's Integrated Disability Service)

Three complaints were made re. C.I.D.S. including:

Parents complained about a range of issues about our handling of their son's case including about communication and assessments.

This was a complex matter as parents' issues changed over time. However, they have been given the opportunity to challenge the assessment.

Summary of independent investigations and their outcomes at Stage 2

Adult Social Services

1. **X complained about procedures not being followed on the day their daughter was admitted to hospital following an incident and a lack of communication following her death.**

This was an emotive and sensitive matter. Two of the five parts to the complaint were partially upheld. We apologised for the confusion at the time of the incident with regard to contact numbers as X was out of the country at the time. A Family Contact Plan has since been phased in across Adult Social Services and registered providers. We explained a member of our staff had maintained contact with the family following their daughter passing away. The agency concerned also maintained some contact, but they respected family's wishes for no further contact.

2. **X complained she had not been properly involved in the DoLS concerning her mother. Her mother's Social Workers had not been professional and the assessment paperwork used to inform our decision was flawed.**

One complaint about professionalism was upheld and we expressed our disappointment to this. The situation between X and the Social Workers at the time had been made more fraught by the actions of X. The incident had been observed for a few moments but the witness had not seen the interactions of X in the build up to the incident. Complaints about adherence to the DoLS process were not upheld.

3. **X challenged our opinion that her daughter should receive a service from the Learning Disability Service and not from the Mental Health Service, and also raised issues about the direct payment received.**

The complaint was not upheld. Her daughter is properly placed within the Mental Health Service and her cognitive ability does not warrant a transfer to the Learning Disability Service. The direct payment allocation was found to be fair and other opportunities have been offered to meet daughter's need.

4. **X made a complaint about charges applied to her son, similar to a complaint she made last year. She has repeated the complaint, this time post-Act implementation.**

Internal Audit were asked to 'independently' review how we had applied the criteria and had we fairly applied charges in this case. They agreed we had correctly applied the charges and the complaint was not upheld.

5. **X complained about a range of issues regarding our case management of her mother's case.**

The complaint was not upheld. Work was ongoing in the background to ascertain what happened in relation to a concern raised and we ensured the safety and wellbeing of mother in the meantime by undertaking a welfare visit.   The outcome of the separate safeguarding investigation was "inconclusive" and all safeguarding concerns were addressed.

Children's Social Services

1. **X complained about the way a placement had ended following a difficult time for them. There were also issues about their fostering allowance rate during the time of placement.**

Two of the five complaints made were partially upheld. We agreed to change the webpage relating to fostering allowances to ensure there is no future misunderstanding. We also apologised for the lack of consistent fostering social work support after their permanent Social Worker had left. However, we sought to maintain a level of support and communication with X, recognising they were also experienced foster carers. An agreement was reached re. the overpayment of their fostering allowance.

2. **X complained that since looking after her grandchildren since 2009, she has received no help or financial support in their upbringing.**

At the time of writing this report the outcome of this investigation is still pending.

Summary of complaints investigated by the Public Services Ombudsman for Wales

Adult Social Services

X and Y made two separate complaints about how we had decided that the supported living home where their loved ones lived was to be transferred from the Council to being run by an independent provider.

X complained that she felt the registered domiciliary provider agency she managed had been targeted by us in terms of the standard of care they were providing, and that we had breached disability legislation.

At the time of writing this report, the outcomes of these three separate complaints are unknown: they remain open with the Ombudsman's office and are subject to their timescales.

1 complaint opened by the Ombudsman's office during the previous year of 2015-16, and carried forward into this year was upheld. At the time of writing this report a draft policy about inappropriate behaviour by service users toward care staff to meet the final recommendation has been drafted and is awaiting to be signed off by all six North Wales Local Authorities and Health.

Children's Social Services

No complaints were opened and investigated by the Ombudsman this year.

One complaint opened by the Ombudsman during 2015-16 was completed during this period. **X complained about the way in which we had failed to provide services to meet her son's needs.** The complaint was upheld and we have since met the recommendations made. We also apologised for:

- the unnecessary delays in completing the relevant assessments
- not transferring the case to another team once it was confirmed they did not meet the disability criteria
- no plan being developed until a few months after the assessment was completed, and
- the way in which the complaint was handled.

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Examples of compliments received

Compliments received are shared with all staff via email and a selection are included in the staff bulletin.

Adult Social Services:

Older People Localities received a card from a family that read*: "A big thank you for all the help and support you have offered not just to mum but us as a family. You have been brilliant and gone that extra mile to find a solution that has made us all very happy. You are a great example of what social work should be".*

O.T. received praise from a service user with communication difficulties who spelt out with his pencil tapping on a communication board: *"I am very happy and you are the very best OT ever. Thank you for everything you have done for me"* and gave her a hug.

A Hospital Social Worker was thanked: *"Dad is so looking forward to getting home after 2 months in hospital and it will be of a great comfort to us to know we have support of carers when he gets home. Thank you for your support and compassion at this stressful time. It has made such a difference".*

Reablement staff were praised: *"Thanks to the Reablement team. Staff came to see me full of smiles and laughter which helped me enormously, and they made the extra efforts in getting me back on my feet".*

Staff at Croes Atti home received a letter and a generous donation from a family that read: *"We would move heaven and hell to get mum to Croes Atti. We could not fault the support and care you gave mum whilst she was with you. To show our gratitude… please accept the attached cheque and put it to good use as you think fit."*

Mental Health and Substance Misuse were thanked: *"I have used Next Steps and they have done so much to help me develop as a person. The staff are friendly, polite, approachable and supportive, professional and very thorough and keep in regular contact to support and check on your progress. They have helped me regain my confidence and allowed me to try new things and put the skills I thought I had lost to use once again."*

Homecare received a letter: *"The knowledge that cheerful, kindly help was available has been much appreciated. The team of ladies have been pleasant and easy for him to communicate with despite his deafness. We are so lucky to live in Flintshire where the help for the elderly is first class".*

P.D.S.I. received a text from a client they supported through a difficult time: *"So glad you have helped me with my arrears. I'm really grateful for everything. You have helped me grow into a mature lady. I'm now able to manage my rent, TV licence and bills".*

Children's Social Services:

A mother told us she didn't trust Social Services to begin with. However, over time she grew to trust her Social Worker. Her confidence has grown since our involvement and we have helped her as a mother and improved their family life. Mum feels she can now safeguard her children, the family has been held together and family life has greatly improved.

A Social Worker was complimented on her work by the Police following a difficult and challenging Section 47 investigation. In summary, after a period of time and late into the night, the Social Worker built up a relationship and trust with an individual who made a number of disclosures about a person in a position of trust, which the Police could then act upon.

A Fostering Social Worker was thanked: *"'We want to thank you so much for all your support you have given us over the last few years, very much appreciated. The road hasn't been easy with large challenges put in our way to overcome. Without your support I don't think we would be in the position we are in today".*

A mother said of Safeguarding: *"Just wanted to say thank you for putting us at ease at the conference. We were anxious that a new chair person was going to change the course of things but you made us feel comfortable in the most awkward of situations".*

The Transition team received a card from a family following their organising a placement for their son. They said: *"Just to say a big thank you for everything you've done for our family. He is doing so well at XXX and is safe and happy and all his needs are fulfilled. He is treated as an individual which is exactly what we wanted for him".*

A C.I.D.S. Social Worker was thanked by a school: *"I just wanted to write to say how pleased we are as a school in the work of XXX with one of our pupils. She is a first class social worker and the family are very lucky to have her. The child's needs always come first with XXX. We felt that our concerns have been addressed immediately by her".*

CYNGOR
**Sir y Fflint
Flintshire**
COUNTY COUNCIL

Date of Meeting	Thursday, 20 July 2017
Report Subject	Young Carers
Cabinet Member	Councillor Christine M Jones for Social Services
Report Author	Craig Macleod
Type of Report	Information and Progress Report

EXECUTIVE SUMMARY

In 2015 Flintshire County Council entered into a new contractual agreement with Barnardos Cymru to provide Young Carers Services. In putting in place this agreement we have worked closely with Barnardos Cymru and our young carers to redesign parts of the service, to ensure it is aligned to the needs of young carers, the Social Services and Wellbeing (Wales) Act 2014 and is able to achieve financial saving targets set by the Authority with limited impact to service delivery.

This report aims to provide the committee with an overview of the work undertaken and an update with regard to progress and outcomes achieved.

RECOMMENDATIONS	
1	To consider service redesign, progress and outcomes and advise on considerations regarding future service development.

REPORT DETAILS

1.00	**BACKGROUND AND CONSIDERATIONS**
1.01	In 2012 National Government announced a crisis was looming in the sectors of health and social care, deeming the situation as unsustainable and advocating the need for wide scale change. At this time it was asserted that there was a definite need to transform how local authorities deliver and commission social care services, in order to ensure that support for vulnerable people can continue in the future.
1.02	In 2014 the Welsh Government began its journey towards major reform in social care, introducing the Social Services and Wellbeing (Wales) Act. This new legislation's aim is to ensure that social services are better equipped to meet the needs of local communities and are able to be sustained in the long term. As part of this endeavour the new Act provides that "Local Authorities should assess and ensure that services not only deliver on the needs identified, but look for those that provide added value".
1.03	Since this Act was passed Flintshire County Council has embarked on its own road to change following this legislation and beginning with the review of all commissioned services, including those currently provided for our young carers. It was our intention that by doing so we could ensure that we fully understand the needs of our young carers in Flintshire and that the services that are available to them are fit for purpose and future proof.
1.04	In 2014 a service review was undertaken which consisted of an internal evaluation, feedback from the service and an independent service review & consultation with young carers (See Appendix 1 attached). The review made these core recommendations: • The service should focus on building the resilience and coping strategies amongst young carers, with a particular focus on enablement and independence for young carers. • The service should continue the tiered model of support, including ease of access to 1.1 support, as needs escalate. • To work closely with the Flintshire Youth Services making available a youth worker/key worker co-located at Barnardos and NEWCIS to provide information and advice about available community based provision that young carers and their families can access. • To increase joint-work with schools and educational establishments, Children's Services, Families First commissioned services and Youth Services. • To increase consistency in how service outcomes are measured and reported on will help with a comprehensive understanding of progress in securing good outcomes for young carers. • For greater close work with BCUHB and FCC to contribute to positive health and wellbeing outcomes for young carers. • For NEWCIS and Barnardos promote the targeted support available for young carers through a schedule of outreach programmes. • To continue to provide varied types of activities and support set out that will improve the wellbeing of young carers.

1.05	Following the service review Flintshire Social Services has worked closely with Barnardos to redesign elements of the service to comply with our review findings and the Social Services and Wellbeing Act 2014. This work has led to the development of a new Service Level Agreement, outcomes monitoring tool and changes to service design and delivery.
1.06	The new service delivery has been designed around the Flintshire 5 Pathways to Well-being for Young Carers which are as follows: • **Connect** - Young Carers are provided with opportunities to connect with the people around them. They are supported to develop and maintain relationships with family, friends and neighbours, building on their local networks and relationships, enabling them to develop more sustainable natural support systems outside of the service. • **Be Active –** Young Carers are provided with support to identify and access universal activities and interests outside of their caring role. They are supported to strengthen key social networks, gain skills and to have a greater awareness of their own health and well-being and how to improve and sustain it. • **Keep Learning –** Young Cares are supported to embrace all levels educational achievement/attainment and encouraged to explore how they will obtain their future goals and aspirations. Through working with the service Young Carers will gain key life and carer skills and access educational and career opportunities, enabling them to feel confident to make informed choices and take control their future development. • **Give -** Young Carers are provided with opportunities to volunteer and become mentors to other young people, sharing their experience and skills to help others. They will be involved and consulted on issues/changes that have an impact on Young Carers, the service itself and Young Carers rights. Young Carers will be supported to gain skills and confidence, the service will ensure Young Carers feel valued, listened to and empowered. • **Take Notice -** Young Carers and their families are supported to feel empowered to pursue the things that matters to them and the things they feel will support their family situation and ease their caring role. The service will be key to supporting young carers and their families to be resilient and develop plans for the future, to ensure the family is able to develop a support system to move on from the service and be independent.
1.07	In order to support young carers in achieving these core outcomes a 12 session programme of support was developed which incorporated the 5 pathways (above) and wider service outcomes such as confidence building, self-esteem, building resilience etc. The programme objective is to support young carers in their caring role, building their confidence and resilience, followed by a tailored support programme to support them in having more choice and control over the individual outcomes they want to achieve and greater access to more sustainable networks of support in their local communities. In the first year 62 young people felt ready to move on from

	the service and the access other mainstream services such as youth services, sport classes etc. Many Young People feedback that they wouldn't have felt confident enough to do this without the support from the service and were reassured that they could re-access the service at any time should local networks be unsuccessful for any reason. Please see case studies in Annual Report Attached (See Appendix 2). This work has been supported strongly by the Youth Service, who have funded a youth worker post for this provision
1.08	Young Adult Carers (YAC) have received tailored packages of 1-1 support development to focus on economic outcomes such as, practical skills, education, employment etc. YACs' are provided with continued support to sustain the employment/learning or until they move on to the NEWCIS Adult Carers Service. Barnardos and NEWCIS work closely together and have developed a transition model as YAC's move through the services, which means they receive a consistent level of support from child to adult services.
1.09	New legislation requires that young carers are ageless so there have been changes to the referral processes for the service to ensure we look at each child's needs rather than age restrictions. Also the Carers Needs Assessments now focus and build upon the positive aspects within the family unit, moving to a strengths and assets based assessment approach. The monitoring processes within Barnardos have been adapted to measure both quantitative and qualitative data which act as indicators to demonstrate core outcomes linked to the 5 pathways are being achieved. To do this staff had to be trained in using an outcome star which was developed specifically for the service outcomes. The outcome star measures the outcomes and the journey travelled for all young carers. They use the scoring system at the start, middle and end of their support programme to measure their positive progress. This helps us to identify if further support may be required and to focus on the individual needs of each young carer.
1.10	The Service has also developed the Young Carers Charter which is a School commitment strategy, continues to support the A2A Card development, provides transport training sessions, works with regional and local partners to assess need and has developed a new outreach programme.
1.11	**The service during 2016/17 has delivered the following:** • Worked with 264 young carers across the county • Delivered 124 fun activity sessions (including school holiday activities) – Tier 1 • Delivered 187 group training events to assist young people with their caring role – Tier 2 • Provided 64 young people with 1:1 support – Tier 3 and supporting them to move down the tiers • Provided 2 residential trips for Young Carers • Delivered several awareness-raising sessions and PGCE sessions to schools throughout the county. • Delivered monthly Young Adult Carers sessions to approximately 37 young people aged 16-18 and supporting them to maintain economic outcomes. • 103 young carers have signed up for the A2A card.

	• 111 carers needs assessments were completed within the year. • Presentations to help raise awareness to young carers needs continue in team meetings, community hospitals, Social Services. Workforce Development in FCC, local colleges, Holywell High School, Connahs' Quay High School etc.
1.12	**The core outcomes achieved 2016/17:** • The journey of the outcome star shows us that approx. 95% of young carers feel more confident and empowered. • 90% of young carers were happy with the service that they received • 70% of young carers stated that they felt supported by the service • 80% of young people reported that support from Flintshire Young Carers had meant that they were more able to cope with their caring role. • 60% of young people said that Flintshire Young Carers had helped them to make new friends. • 80% of young people reported that Flintshire Young Carers had helped to improve their family/personal relationships. • 70% of young people stated that they are learning more since attending Flintshire Young Carers. Examples sited by young people included • 62 young people left the service to access other mainstream services such as youth services, sport classes etc. • Referral Rates into the service have increased. • A new outreach programme has been developed to support young carers to access the service.
1.13	**Service challenges:** • Whilst the service is inclusive to all young carers at times Barnardos are challenged when we accept young carers onto the service that have ADHD/Autism etc. It can be overwhelming for the children in groups and they may require a 1-1 key worker which unfortunately due to restricted resources we are unable to provide. • Resource Limitations are also impacting on the service specifically Barnardos Transport provision.
1.14	**Service Moving Forward 2017/18:** • Flintshire Social Services will continue to work closely with Barnardos to further develop monitoring and reporting systems to ensure that we able to clearly measure the success of the service and able to monitor any impacts on our young carers. • Flintshire Social Services will continue to support Barnardos to explore sustainable service models. • Flintshire Social Services will work with Barnardos to monitor the new outreach programme. • Flintshire will work with Barnardos on how they better support Children with ADHD and Autism. • Flintshire Social Services will continue to work on developing a new action plan for 2017/18.

	• Flintshire Social Services will consult with Young Carers regarding service changes and record young carers stories to feed in to the regional young carers group.

2.00	RESOURCE IMPLICATIONS
2.01	This service has received a funding reduction of 30% over a three year period.
2.02	Resources implications have meant the service has recently had to stop the transportation for the children and young people taking them to and from the service.
2.03	In order to mitigate this Flintshire has worked with Barnardos to develop on outreach programme. Where by groups for the children and young people can now take place in varied venues in local communities. To support families adapt to this change the times of the service has changed to reflect the times when children are collected from school so that the access is easier.
2.04	Flintshire will continue to work closely with Barnardos to monitor the impact of this implication and the success of the outreach programme to ensure that young carers are not adversely affected.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Independent Consultation completed 2015.
3.02	Consultation planned 2017/18 linking to regional development of Carers Services.

4.00	RISK MANAGEMENT
4.01	Flintshire has developed a strong professional relationship with Barnardos Cymru and both parties attend regular meeting to monitor and evaluate the successes and impacts to the service.
4.02	The service has an annual action plan and an outcomes monitoring tool which is used to monitor and evaluate any risks to the service
4.03	The service also holds regular consultation sessions with young carers to ensure they have the opportunity to raise issues and provide feedback on service developments. The service also has an annual questionnaire which families can complete to provide feedback and raise concerns regarding aspects of the service and service change.

5.00	**APPENDICES**
5.01	**Appendix 1:** A Young Carers Service **Appendix 2:** Young Carers Annual Report

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Contact Officer:** Christy J Hoskings **Telephone:** 01352 702509 **E-mail:** Christy.j.hoskings@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Young Carers & Young Adult Carers:** a young carer is a young person aged 0- 16 years, a Young Adult Carer a young person aged 16- 18 years who provide care to a family member who needs support for reasons relating to age, disability, health condition, substance misuse and mental illness. Young carers live with the person they care for. It is important to recognise that many young carers do not see themselves as carers because, first and foremost, they are just themselves. They may be a son, daughter, brother or sister. Young carers are groups in particular that are likely to remain hidden **Social Services and Wellbeing (Wales) Act 2014:** The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales

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Flintshire Young Carers

Annual Report 2016 – 2017

Prepared by Catherine Carr–Flintshire Young Carers

Introduction

Flintshire Young Carers is a service provided by Barnardo's Cymru. It works across the county with children and young people under the age of 18 years who are young carers.

Young carers are children and young people who help to provide practical, emotional, physical, personal, financial support/care for another member of the family who has a physical disability or illness, has mental health problems, or is misusing drugs or alcohol.

However undertaking caring responsibilities can affect young people such as:
- Poor educational attainment
- Heightened levels of bullying
- Poor physical and emotional health
- Not having time to socialise with peers
- Lack of aspirations for the future
- Exhaustion
- Lack of confidence, self-esteem etc.

Flintshire Young Carers provide a 12 session programme of interventions to support young carers and their families in the county. In addition to this there are other interventions within the service which include:

- Fun activities and time out
- Residential weekends
- Peer support groups to meet with other young people in a similar situation
- Training courses and workshops to help young people with their caring role
- 1:1 support from a project worker
- Access to respite services
- Extra support in school through the A2A card and schools work
- Young carers forum
- Young Adult Carers group
- Signposting
- Tailored individual development
- Peer mentoring
- Exit strategy tailored to meet the needs of the family

Referrals to the Service

Referrals into the service are taken from a variety of sources; including Flintshire County Council Social Services, partner agencies (such as health and education professionals), voluntary organisations and self-referrals. The Service Level Agreement with Social Services ensures we work with a minimum of 60 referrals from Social Services per year. The table below shows the actual number of referrals received into the service.

Year	Number of referrals received
2013/2014	89 referrals
2014/2015	98 referrals
2015/2016	117 referrals
2016/2017	110 referrals

Social Services and Well-being (Wales) Act 2014

In 2016/2017 the service underwent significant changes to incorporate developments as required by the Social Services and Well-being (Wales) Act 2014. The service delivery was designed around the 5 Pathways to Well-being which are as follows:

Connect
Be active
Take notice
Learn
Give

A 12 session programme of support was developed which incorporated the 5 pathways (above) and the service outcomes such as confidence building, self-esteem, building resilience etc. The programme objective is to support young carers in their caring role, build confidence and resilience followed by a tailored support programme to help them access other universal children's services in Flintshire. In the first year there were 62 young people left the service to access other mainstream services such as youth services, sport classes etc. Many wouldn't have done that without the support from the service. Please see case studies below.

Young Adult Carers (YAC) have received tailored packages of 1-1 support development to help them engage in economic outcomes such as education, employment etc. Whilst this has been very successful, YACs' require the support to sustain the employment/learning.

Other recommendations from the Act means young carers are ageless so there have been changes to the referral processes for the service. Also the Carers Needs Assessments now focus and build upon the positive aspects within the family unit. The monitoring processes within Barnardo's have been adapted to measure both quantitative and qualitative data and soft outcomes such as confidence, self-esteem etc. To do this staff had to be trained in using an outcome star which was developed specifically for the service outcomes. The outcome star measures all soft outcomes and the journey travelled for all young carers. They use the scoring system at the start, middle and end of their support programme to measure their positive progress. This helps us to identify if further support may be required. Please see copy of the Outcome Star in the evaluation section.

Purpose of the Report

Flintshire Young Carers is funded from a variety of sources, including Flintshire County Council, Local Health Board, SMAT and Families First. The purpose of this report is to provide our funding agencies with feedback regarding the outcomes the service has achieved over the past year and complimentary information to support quarterly monitoring reports.

In addition there is an annual questionnaire which provides a means for our service users to give feedback about the services they receive and suggest improvements for future service delivery.

Key Achievements in 2016-2017

- The implementation of a transparent referral and redesigned Carers Needs Assessment process offering a tiered level service to meet Children/young peoples' and families' needs. The Carers Needs Assessment has been redesigned to capture the strengths of the family and fall in line with the requirements of the SS Wellbeing Act 2014.

- Continued to be commissioned to complete young carers assessments on behalf of Flintshire County Council Social Services delivering over and above 100% performance

- The development of a flexibility policy that incorporates carers needs their environment and their current and projected future circumstances.

- The service delivery is dedicated to achieving positive outcomes and works towards five pathways of The SS Wellbeing 2014 Act with all young carers.

- Barnardo's Young Carers service celebrates 21 years in Flintshire this year. The celebrations include hosting a planned event for families, service users past and present, commissioners and other partner agencies.

- The Young Carers Charter for Education was launched in September 2016 in Holywell High School. The first school in Flintshire to achieve the standard for which the objectives include promoting good practice in supporting young carers in education. Since the initial launch other schools have gained the award and our work continues to support all schools in the area to achieve the standards. The pledges to achieve the Charter are as follows:

- Barnardo's staff training 20% of staff have been trained to help identify young carers
- Young carers policy in school
- Awareness of the A2A card
- Identified Young Carers Champions
- Website friendly

- Notice board for support information
- Quiet space for respite
- Barnardo's staff raising awareness at parents evenings etc.

- Development of the Young Adult Carers group in partnership with NEWCIS, supporting carers aged 16-25 with the transition into adulthood and adult services with a significant focus on tailored individual development towards economic outcomes.

- Staff and Young Carers at Barnardo's have delivered awareness-raising sessions on the project to various Social Services teams alongside other statutory and voluntary services. This work is ongoing to help practitioners identify Young Carers in their working practice.

The Voice of Young Carers

- Young Carers and their families have been consulted Barnardo's service provision annual questionnaire. The findings and responses can be found in this report.

- Young Carers have been consulted on from in house in Barnardo's and participated in research for our policy unit.

- Young Carers have participated in work for the elections for Welsh Government. They engaged in several educational group sessions learning about the processes and procedures of government and the required specialisms.

- One Young Carer is being supported to petition all services and schools to request that all children/young people are trained early in life in First Aid and CPR. This particular Young Carer was integral in saving her mother's life and therefore feels it necessary for all children to have the training.

- Many providers including WG have attended the service to meet with young carers to consult on varies topics or to provide workshops.

- Forum members have committed to become Community Ambassadors. The young people undertake work each quarter to qualify for the position. Once they are accredited they will promote the work of the Children's Commissioner for Wales.

- Young Carers participated in workshops about the ACES. The findings were presented to the SS Public Health Minister (Rebecca Evans). A report is available on request.

- A few Young Carers alongside other young people from Wrexham and Flintshire undertook training on weekend days to enable them to recruit on an interview panel for a new Barnardo's Partnership Service for CSE work in Flintshire.

- The Young Adult Carers and Forum members recently participated in a consultation from WG regarding issues surrounding Loneliness and Isolation and how to address such issues.

What have we delivered:

In 2016/2017 Flintshire Young Carers have:

- Worked with 264 young carers across the county

- Delivered 124 fun activity sessions (including school holiday activities) – Tier 1

- Delivered 187 group training events to assist young people with their caring role – Tier 2

- Provided 64 young people with 1:1 support – Tier 3 and supporting them to move down the tiers

- Provided 2 residential trips for Young Carers

- Delivered several awareness-raising sessions and PGCE sessions to schools throughout the county.

- Delivered monthly Young Adult Carers sessions to approximately 37 young people aged 16-18 and supporting them to maintain economic outcomes.

- 103 young carers have signed up for the A2A card.

- 111 carers needs assessments were completed within the year.

- Presentations to help raise awareness to young carers needs continue in team meetings, community hospitals, Social Services. Workforce Development in FCC, local colleges, Holywell High School, Connahs' Quay High School etc.

How We Evaluate what we do

Flintshire Young Carers evaluates the service it delivers in a number of ways

a) Annual Service User Questionnaire 2016/17
The 2016/17questionnaire was sent out to all families who currently access Flintshire Young Carers. The questionnaire was not sent to children, young people or families who were closed to the service during the period.

A parents' version of the questionnaire was sent out focusing on evaluating operational and organisational issues, as well as their perceptions on the service's outcomes for their children.

A young persons' questionnaire was completed by young carers attending group sessions and/or receiving 1:1 support. This questionnaire focussed on

their evaluation of quality of service delivery, and outcomes achieved through involvement in the service.

b) Outcome Assessments
Upon initial young carers assessment a number of outcomes are assessed by the project worker which relate to positive outcomes for the young person and their family.

A comparison of scores and measurements over time provides information about whether the intervention provide by Flintshire Young Carers has had a positive impact, the situation has stayed the same or there has been a negative downturn for the young person or their family. If there has been a negative downturn more support will be provided by the service.

c) Session Evaluation and Young People's Feedback
Sessions delivered by Flintshire Young Carers are evaluated at the end of every session by both young people and staff to ascertain if any improvements need to be made and what outcomes have been achieved. This can be completed through the session evaluation sheets, but is often done in more creative ways. In addition to this we are using measurement tools to ascertain the journey of development for the child or young person.

d)Young Carers Forum
Flintshire Young Carers Forum is going from strength to strength. There are a number of young people involved in the Forum who meet on a monthly basis. All members are integral to any service developments and/or changes. They continue their involvement in a number of projects within the service and are keen to provide feedback and ideas from a young carers perspective.

e) The Outcome Star

Barnardo's Flintshire Young Carers

NAME : _____

INITIAL DATE: _____   REVIEW DATE: _____

Signed: _____   & _____
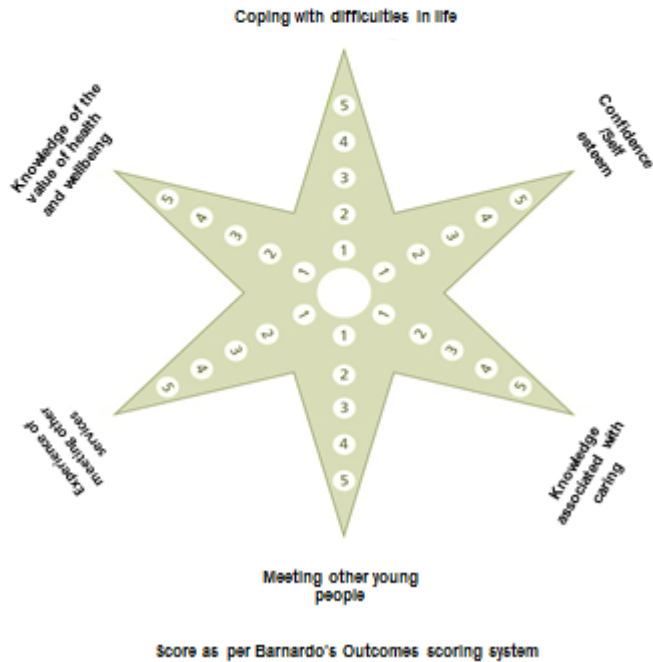
Coping with difficulties in life

Knowledge of the value of health and wellbeing

Confidence /self esteem

Experience of meeting other services

Knowledge associated with caring

Meeting other young people

Score as per Barnardo's Outcomes scoring system

The journey of the outcome star shows us that approx. 95% of young carers feel more confident and empowered.

Service User Satisfaction

Service users were happy with the service provided by Flintshire Young Carers

90% of young carers were happy with the service that they received

70% of young carers stated that they felt supported by the service

"The service is brilliant. It helps me calm down from being angry and agitated.' Barnardo's Young Carer

Reducing the impact of Caring

Flintshire Young Carers has helped reduce the impact of young people's caring role

- 60% of children and young people who responded reported that Flintshire Young Carers had helped to reduce the impact of their caring role.

Young People were more able to cope with their caring role, and more confident, following involvement with Flintshire Young Carers

- 80% of young people reported that support from Flintshire Young Carers had meant that they were more able to cope with their caring role.

"I love the young carers service, they're very good to everyone."

Developing New Skills & Knowledge

Young People felt they had learnt new skills through participating in Flintshire Young Carers activities, and that their knowledge of alcohol/drug misuse risks had improved

- 70% of young people stated that they are learning more since attending Flintshire Young Carers. Examples sited by young people included
  - **first aid**
  - **how to speak in groups**
  - **how to make new friends**
  - **new ways of coping**
  - **dealing with everyday life situations/conflict**
  - **caring skills**
  - **confidence building**
  - **personal safety**
  - **healthy cooking**
  - **financial budgeting**
  - **road safety**
  - **communication skills**
  - **drug awareness**
  - **Community safety**
  - **Transport and internet safety**

- 65% of young people reported that Flintshire Young Carers had improved their knowledge of alcohol and drug misuse risks.

Supporting Families

Flintshire Young Carers has helped improve family and personal relationships of service users, and have supported families to feel less isolated Page 143

- 80% of young people reported that Flintshire Young Carers had helped to improve their family/personal relationships.

> *"I really appreciate everything that has been done for me and my family. Many, many thanks!"*
> *"Barnardo's has made a big difference to our lives. They do so much more than it says on their leaflet."*

Supporting Young Carers in School

There has been some improvement for young carers in school and educational achievement due to the work undertaken by Flintshire Young Carers, but further improvements need to be made

- Only 30% young people reported that Flintshire Young Carers hadn't really helped them with school/employment.

> *"The Service is fun with nice people."*

Promoting Social Engagement

Flintshire Young Carers helps otherwise sometimes isolated young people make friends, however promoting young carers involvement in, and access to, community activities could be improved

- 60% of young people said that Flintshire Young Carers had helped them to make new friends.

> *"Barnardo's helped me to gain experience interviewing people for Flintshire County Council. I really enjoyed it and I would like to do it again. I think the experience will help me when I have to go for an interview."*

Encouraging Participation

Young Carers feel that their views are being listened to and are becoming increasingly involved in planning and decision making on the issues that affect their lives

- 90% of young people feel that their views are listened to by Flintshire Young Carers

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Making it Real – Case Studies

Case study 1

Upon completion of the Young Carers rolling programme and the 1-1 support to aid her confidence and help her cope with bulling at school. R was supported as part of the exit strategy from the service to find another universal service that met her needs. R worked with staff to devise an action plan of her wishes. With support from staff for the first few visits, R attended a local council forum where she felt able to have a voice regarding disadvantages for some young people. R went on to join the Flintshire Forum where she felt able to contribute to forum planning, consult with government representatives and become a voice and represent young carers. R has continued to grow in confidence and now communicates to professionals and young people, highlighting the role of young carers and how they can best be supported.

R stated….
 'Anything I can do to help promote the rights of young carers - then count me in!'

Case study 2

J was referred to youth provision staff within the service prior to completing the Young Carers rolling programme. With the support of the youth provision team J's family were able to gather information about suitable after school sports activities within the local area. Mum stated that with the support he has received,

 'J has grown so much in confidence and despite several attempts to get him into a physical activity he has never felt confident enough before, he has now agreed to attend a basketball class with a child he met at Barnardo's'.

Mum also stated both she and J were working on healthy eating together and that J was fully involved in helping with meal planning and cooking. Mum thanked the service for supporting J; he's now engaging in a healthier lifestyle and developing his confidence.

Case Study 3

Andrea is 13 years old and was referred to the young carers service by an educational social worker, due to her being the main carer for her mum who suffers from mental health difficulties.

During the assessment process Andrea's mother explained to the young carers project worker that she suffers a number of metal health difficulties including, anxiety, depression and insomnia. Andrea provides significant practical support such as taking responsibility for food shopping, daily chores around the home such as cooking and cleaning. Andrea also provides personal care for her mum when required such as helping her to wash or shower and helping her to get dressed. Andrea is the sole carer for her mum and provides a wide range of practical, personal and emotional support. Andrea was assessed as requiring a Tier 3 level of support.

Andrea shared with young carers staff how she was being bullied at school, because the other children "just don't understand why I can't do all the thing they can do"

Andrea has also shared that due to her caring role she often felt like running away, she felt very lonely and that she didn't matter. Andrea was offered support through the young carers intervention programme to help deal with some of the difficulties she was experiencing, she was also provided with one to one emotional support.

The support provided for Andrea helped her to understand and come to terms with her caring role. She knows she is not alone. Her confidence and self-esteem have increased due to the 1-1 support and she has made some lasting friendships with other young carers within the groups. Andrea has been supported through the tiers starting at tier 3 through to tier 1 and has made significant personal progress.

Andrea has now completed the intervention with the young carers service and she has been supported to access a local martial arts club, Andrea is also considering becoming a member of the Flintshire Youth Forum.

Andrea said

"I am so grateful to Young Carers; I have made some great friends and have enjoyed lots of fun activities. Also my confidence has grown, and those people that just to bully me, now understand because I don't feel afraid of telling them about my caring role"

Challenges for the Service

1. **Whilst the service is inclusive to all young carers at times we are challenged when we accept young carers onto the service that have ADHD/Autism etc. It can be overwhelming for the children in groups and they may require a 1-1 key worker which unfortunately due to restricted resources we are unable to provide.**

2. **Limited resources means the service has recently had to stop the transportation for the children and young people taking them to and from the service. The groups for the children and young people have had to be taken into hired rooms/halls in communities in Flintshire. To help families adapt to this change the times of the service has changed to reflect the times when children are collected from school so that the access is easier. Whilst it's good to provide outreach lots of the parents have health conditions and therefore struggle to transport the children themselves. This is a significant change for the service.**

3. **Lack of resources due to cuts in year on year funding is challenging. The service is consistently changing to reflect the cuts.**

Moving Forward into 2017-2018

1. **Continue to deliver programme of learning and fun activities and wherever possible residential weekends.** Young carers enjoy the sessions and find them beneficial in

making new friends. Whilst the sessions provide respite and time out from their caring role, the programme of activities is educational and fun.

2. **Improve links and relationships with existing activity providers.** The service aims to promote increased access to/use of community resources by young carers. Improve partnerships to offer more opportunities for young carers such as respite care for the cared for – to enable young carers to independently access these resources to promote individual development especially with young adult carers.

3. **Continue with the delivery of the tailored programme and access opportunities for additional training/workshops.** The sessions aim to encourage young carers to feel more confident, more able to cope, and to reduce the impact of their caring role. Young carers enjoy the group sessions; they learn new skills which help them with both their caring role and every-day life situations.

4. **Continue to develop the service.** We aim to seek more professional aligned support for young carers with medical conditions such as ADHD and Autism. To enable the service to make savings transportation will no longer be provided for by the service. The venues for the groups will be placed throughout the county.

5. **Promote the young carers charter and the A2A card in schools to help raise awareness to issues young carers face. Gain support from educational establishments.** This work ensures young carers are supported in schools, improve their educational attainment, and their individual needs are recognised.

6. **Where possible deliver training to professionals.** This includes education staff and the business sector to raise awareness of young carer's issues, identify hidden young carers and increase referrals into the project.

7. **Continue to use a whole family approach in completing carers needs assessments.** Directing the focus to family strengths remains a priority so that families can be signposted and referred to appropriate services to promote positive family relationships and help reduce family isolation.

8. **Look at informed, innovative and fun ways to promote young carers participation and consultation**. It's important that young carers are heard and included in decisions that affect them. Young Carers will continue to be encouraged by the

service to have a voice and participate in consultations local and national.

9. **Provide tailored 1-1 support/development for young adult carers** focussed on personal development plans to suit individual needs and development such as higher education/learning, employment and skill building.

10. **Enable, encourage and empower young carers in every way possible.** The service continues with these objectives as aligned to the service's action plan.

> *'Art and healthy eating sessions are the best although everything is good.'*

Flintshire County Council

A Young Carers' Service

July 2015

Prepared by George Selvanera

Director of Policy, Services and Communications

Business Disability Forum

Building disability-smart organisations

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Executive Summary

Young carers are particularly at risk of poor life chance outcomes and child poverty. The Audit Commission (2010), for example, report that three-quarters of young carers had been NEET at least once, and just over 40 per cent had been NEET for six months or longer. Flintshire County Council (FCC) identifies young carers as a particular at risk group in relation to child poverty. These young people are identified as a target group in '*Delivering Together*' 2014- 2018 integrated youth services plan and in the Local Services Board commitments to more effective early intervention to avoid problem escalation for children, young people and families.

FCC invests in wide-ranging support and initiatives for young people, including support for young carers. This includes direct support provision available through Barnardos and NEWCIS for young carers aged 5-18 years. To build the effectiveness of services that work with young people at greater risk, FCC also invests in workforce development which builds multidisciplinary practitioner skills and confidence working to engage successfully and secure good outcomes for young people at greater risk. FCC also invests in information services designed to enable young people and practitioners to know what support is available throughout the county.

FCC service commissioners identify an opportunity to work with young people and service providers to develop a more coordinated joined-up young carers' service. This takes place within a context where realignment of local authority services is towards those children, young people and families where there may be opportunities to intervene earlier to secure better outcomes.

Assisted by George Selvanera, the following report sets out the components of a 'single comprehensive service for young carers' and the key actions that might be taken to move towards establishing the service for 2016/17.

This is a second version 'straw man' based on consultation and review work. An initial report was prepared and discussed with service commissioners, amendments made and this second report is intended for 'test and challenge' with service commissioners and support providers. There is more detail that is required in terms of agreeing the specifics of the support for example through Barnardos and NEWCIS and appropriate targets and performance measures.

Introduction
Strategic context

In 2011, Wales has a highest proportion of young carers providing unpaid care than in England, at 2.6% of all young people (11,555) and this had grown more than 7% since 2001 census. Young carers are particularly at risk of poor life chance outcomes and child poverty. The 2011 census identified that the greatest impact upon general health amongst those that care for others appeared to be for young people up to the age of 25. Almost 8% of males under the age of 25 providing some level of care reported themselves to be in 'not good health' compared with 4% of males in this age group who weren't carers. For females, the respective figure was more than 9%, compared with 4% of non-carer females in this age group.

In the refreshed Wales Carers Strategy 2013, the Welsh Government broadened their focus to include young adult carers aged 18-25. It was a recognition that in addition to the transition issues to be considered as a young carer approaches adulthood between the ages of 16-18, there are also transition issues when a young person moves from being a young carer to being a young adult carer. The Carers Strategy 2013 recognises a need to ensure that appropriate support is in place for this specific group of carers in addition to mainstream adult carer support. There are also particular issues to be considered around supporting young adult carers in accessing further or higher education, training and employment.

In preparing the Wales Carer Strategy[1], common themes identified about what young carers identify matters most to them are:

- The need for government and professionals in health, education and social services to recognise young carers and understand the role young carers play
- The need for greater awareness raising and training for professionals so that they can identify, listen to and engage appropriately with young carers
- The need for adequately funded young carers services across Wales, and better support for young carers to access other services such as transport and leisure
- The need for ongoing support to young carers, not just when things go wrong.

Flintshire context

In Flintshire, the Young Carers Subgroup is responsible for producing and implementing a multiagency Young Carers Action Plan. The CSSIW *Performance Evaluation Report* for Flintshire 2013/14 identified that reaching young carers has been a priority and numbers have recently been increasing with assessments now commissioned through Barnardo's Flintshire Young Carers project. The CSSIW report that these arrangements require strengthening to ensure more stretching service level agreement targets given that recent data suggests a fall in those known, assessed and

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[1] See Wales Carer Strategy 2013 *Welsh Government* p.27

provided with a service by social services. This corroborates with FCC priorities that recognise young people as a target group in '*Delivering Together*' 2014- 2018 integrated youth services plan and in Local Services Board developments for more effective early intervention to avoid problem escalation for children, young people and families.

FCC invests in wide-ranging initiatives to secure good outcomes for young people with additional requirements through services relevant to education, youth, family support and parenting, social care and transitions into adulthood. In addition, there is investment for Barnardos and NEWCIS to meet some very specific needs of young carers. The purpose of this targeted investment through Barnardos and NEWCIS was always intended to enable highly focused provision for young carers and young adult carers in addition to support that was available through provision for young people generally.

Currently, youth services are realigning to a greater focus on support that meets the needs of young people at risk of poor life chance outcomes in Flintshire. There has also been funding available through Families First to invest in support for parents and plans are being developed for a more comprehensive 'children in need' offer linked to a prevention or early help focus. It is anticipated that funding will again be available through 2016/17 to support this through Families First. This takes place concurrently with substantial budget pressures however with FCC, and savings are required from commissioned services such as Barnardos as it relates to young carers. These are estimated at 10% of current investment in Barnardos Young Carers.

As a result, FCC commissioners of support for young carers have identified the opportunity to move from a more ad-hoc approach to providing activities and support for young carers to a planned 'single comprehensive service for young carers'.

To assist, an initial report was developed with the purpose of creating a 'straw man' about the components of a 'single comprehensive service for young carers' for test and challenge with service commissioners. This is a second version 'straw man' for test and challenge with service commissioners and support providers. Thereafter, a final specification will be developed.

The report has been developed through:

- Consultation with young carers
- Interviews with FF service commissioners representing community services and youth services/ Families First
- Interviews with managers from Barnardos and NEWCIS
- Interview with team leader, Children's Services
- Review of good practice and key local and national strategic priorities
- Review of current service specifications and performance and monitoring reports
- Meeting with FCC service commissioners to discuss and agree areas for improving the initial draft report.

What matters most
Young carers

With assistance from Barnardos, consultation took place with 11 young people with caring responsibilities aged 11- 16 years in June 2015. Overwhelmingly, young people reported that they valued most the opportunity to '*relax*', '*hang out*' and have social time afforded by access to targeted support for young people with caring responsibilities. Most also reported that they valued chances to learn new skills and have new experiences. Those that were reported as particularly useful were manual handling and first aid training and opportunities for outings.

Most young people with caring responsibilities also took up opportunities in their local communities such as youth clubs, dance classes, sporting activities, church and after school clubs. One young person was working part time in a local sandwich shop. 2 young people said they liked the opportunities afforded by Banardos better than other activities, while saying that they would like to know much more about what else might be available.

Most said it was important to have a chance to be with other young people with caring responsibilities but certainly on its own that this was insufficient to their needs and interests. There was, however, disparity in young people's experience of taking up these opportunities with young people that lived in Pen y FFordd speaking to a lack of local opportunities. They indicated a strong willingness to take up opportunities and said if these could not be provided locally, ensuring access to transport was key to their participation. 5 young people spoke to the importance of having access to transport so they could take up opportunities. None reported that they felt that caring responsibilities may limit their ability to take up these opportunities.

In relation to service priorities, young people spoke particularly of the importance of staff having qualities of reliability, consistency and friendliness. There was particularly effusive support for Kelly at Barnardos: '*she's always got my back', 'rang my mum when I needed her to', 'Kelly helped with my school'*. They also reported that being able to contact workers for information and advice and that having more knowledge about what activities might be available and to have support to take up these opportunities (particularly with transport) were very important.

3 young people described that they would soon be attending NEWCIS and all felt confident about this transition. Young people all knew other young people that had moved on from Barnardos to take up support through NEWCIS. For these young people, they all indicated wanting similar opportunities to '*hang out*' and '*relax*' but also to wanting to know more about what else might be accessible to them.

Service Providers

Discussions with NEWCIS and Barnardos managers were very straightforward. There is a strong willingness to work with service commissioners and young people to ensure that a single comprehensive for young people with caring responsibilities is developed, secures good outcomes for young people and is sustainable.

Barnardos have had in place fortnightly referral meetings to discuss initial information provided by the referring agency since October 2011. Following on from this, a home visit takes place involving the family and the young carer and an assessment is completed that takes into account the caring tasks the young person undertakes and the emotional impact this has on them, as well as wider family priorities. For many young carers and families, this assessment is in addition to those undertaken by referring agencies.

Following discussion, referrals to supporting agencies may be made and a tiered level of support agreed that allows the service to provide activities to meet individual needs: Tier 1 – At least monthly fun/social activities; Tier 2 – At least monthly fun/social activities + peer support groups; and Tier 3- All of Tier 1 and 2+ 1:1 support.

Across 2013/14, 80 young carers took up opportunities through Tier 1 ,81 group training sessions were offered through Tier 2 and 22 young carers accessed 1:1 support and counselling (against a target of 20). In total, 206 young carers have been assisted. Support takes place involving mostly young carers. Together with NEWCIS, Barnardos also provide training to young adult carers which had 29 attendances across 3 sessions in 2013/14. The monthly adult young carers group meets monthly with any one session attended by approximately 12 young people.

Barnardos report that they have undertaken work to raise their profile; particularly so with Children's Services to increase referrals. This has been an area of considerable challenge and Children's Services particularly is identified as a target agency to increase referrals from. A target level of referral is 15 per six-month period, whereas 5 were referred and assessed for support through Barnardos in 2013/14. A key priority for Barnardos is increasing the profile of their service for young carers by key agencies such as Children's Services.

NEWCIS report that as young carers' transition from support made available through Barnardo's to post 16 support, the support available is too limited and underestimates the intensity of support necessary. This is particularly so given that young carers may well have missed substantial periods of education and have had fewer opportunities for social and emotional development[2]. NEWCIS identify the importance of having consistent staffing to enable quality and durability in relationships with young carers and so help with securing better outcomes. The current project funded approach to staffing makes this more challenging to deliver.

NEWCIS make available monthly activities and peer support which are taken up by approximately 8 young carers. However, the need of individual young carers is substantial. 4 young carers aged 16 have had babies of their own in the last 12 months in addition to other caring responsibilities, for example. Key service opportunities identified are:

- Better knowledge about what services are available that meet individual young carers' needs and brokerage to access these services.

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[2] See: http://www.rcn.org.uk/__data/assets/pdf_file/0007/584188/YCinSchools_Info_Leaflet.pdf

- Access to advice and guidance relevant to key priorities for all young people. For example, in relation to healthy lifestyles, sexual health, positive relationships and support for further education, employment and training.

- More intensive transition support for young carers focused on enabling independence and taking up wider opportunities in the community.

- Ensuring sufficient funding to enable care of a family member who has an illness, a disability, a mental health and/or substance/ alcohol misuse problem while a young carer takes up other opportunities.

- Parenting programmes that help parents and carers in parenting young carers.

Service Commissioners

As set out previously, FCC invests in wide-ranging initiatives to secure good outcomes for young people with additional requirements. In addition, there is investment for Barnardos and NEWCIS to meet some very specific needs of young carers. This funding is made available through the Carers budget, Families First and Youth Support Grant. There is some additional support available through BCUHB given young carers are disproportionately less physically and mentally well than other young people, at the same time as requiring support to address the health, disability and other needs of the family members they care for such as related to alcohol and substance misuse.

The total value of the targeted investment from FCC is approximately £105,000 of which £60,000 is through the Carers' budget. Given a need to find County Council wide savings, the Carers budget will reduce by 10%. Barnardos also contributes to the support an estimated £80,000 and NEWCIS have a project based part time role that works with young adult carers funded partly from Carers' Trust.

In discussions with service commissioners, key priorities identified are:

- A young carers' service that enables young carers to be independent, happy and healthy.

  Consistent with this objective is a service development priority that emphasises integrated approaches to addressing the different needs of young carers such as key-workers[3]. It is also about being clear that very young children such as those aged to 7 years cannot reasonably be expected to be young carers and where there is evidence that very young children are taking on 'young carer' functions that this is a Child in Need.

  Barnardos have identified a willingness to reshape an existing role to enable some key-working with young carers that will benefit from more integrated provision that addresses a spectrum of requirements. Barnardos have also

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[3] This is consistent with Cordis Bright *Literature Review of Good Practices for Family Focused Service Provision* Feb 2012 pages 11-14

identified as part of their budget saving proposals with FCC commissioners that they will deliver a volunteering programme which will enhance skills and community participation for young carers.

- A young carer's service that encourages take-up of wide-ranging opportunities available to all young people in Flintshire. Consistent with this aim, is recognition of:

  o A workforce development priority relevant to improving the skills and confidence of all multidisciplinary practitioners that work alongside children and young people to identify 'hidden' carers and to engage young carers in positive outcomes; and

  o A service development priority which enables young carers and practitioners that work with young carers and their families to have access to good information about what support is available to meet different needs.

  The Head of the Youth Service/Families First Coordinator identified it may be possible to co-locate a youth worker in the young carer support services to help with improving knowledge about what is available and to broker access for individual young carers and young adult carers when required.

- A young carers' service which is family focused.

  The Flintshire Families First Management Board has invested in increasing parenting programmes and parenting interventions available for parents as part of 'whole-family' services. The Head of the Youth Service/Families First Coordinator identified this offered scope for a TAF style model of ensuring family needs are met: young carers access support through commissioned young carers support providers; and parents have access to parenting support or temporary care while their children are taking up support and other opportunities.

- Increasing the profile of support for young carers so that multiagency partners are identifying and increasing referrals of young carers to Barnardos and NEWCIS.

  The Flintshire Children's Service Team Leader recognised, for example, that there is much more scope for Children's Services to refer young people for available support. He identified that it was important for social workers and other multidisciplinary practitioners to be kept aware and to be reminded of the support available for young carers. He wondered also whether there might not be scope for more sharing of assessment information as well to reduce the number of times children, young people and their families describe their needs and circumstances.

  As FCC realigns its children in need and early help services, locating the support available for young carers within this service system will help maintain

profile for what is available for young carers. The same is true with the increasing integration of youth services as these increasingly focus on support that meets the needs of young people at risk of poor life chance outcomes in Flintshire

A template for a single comprehensive service

Key service priorities are[4]

(a) All workforce and service development priorities require specific actions for identifying young carers and engaging them.

(b) To effectively engage young carers, multidisciplinary practitioners need to develop their trust and build their confidence and feelings of self-efficacy.

(c) Engagement needs to encourage young person to reduce their caring role as they perceive no negative impact. It also provides some respite so parent or other family needs must be taken into account to support the engagement of the young person.

Definition of a Young Carer

For the purpose of this service, a young carer is a young person aged 8- 25 years who provides care to a family member who needs support for reasons relating to age, disability, health condition, substance misuse and mental illness. Young carers live with the person they care for.

It is important to recognise that many young carers do not see themselves as carers because, first and foremost, they are just themselves. They may be a son, daughter, brother or sister. Young carers are groups in particular that are likely to remain hidden.

Purpose of the Service:

Flintshire County Council recognise the essential contribution carers make to the local economy and health and social care system by devoting time to caring for and supporting people who need help.

Commissioners recognise the importance of support services for young carers and the individuals they care for as a means of enhancing wellbeing and quality of life by enabling people to maintain their independence and remain in their own homes. Commissioners acknowledge that recognition is required of the practical support that carers provide and that future services should be available that support carers to maintain their social, physical and emotional well-being and maintain a positive relationship with the individual they care for.

It is the intention of Commissioners to develop with key service providers and young people themselves: a young carers' support service that is responsive to local needs and circumstances and encourages independent, happy and healthy young people.

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[4] See Cordis Bright *Literature Review of Good Practices for Family Focused Service Provision* Feb 2012 pages 11-14

Commissioners recognise that although young carers have caring responsibilities they are also vulnerable young people who may have support needs of their own. Due to their caring responsibilities young carers may be isolated from their peers, their schooling may suffer and their long term life choices may be reduced.

FCC vision for a single comprehensive young carers' service not only supports the role of the young person as a carer but also challenges inappropriate caring roles, and puts in place support that improves the long term educational and employment prospects for young carers. Young carers are under reported and so the service needs to be high profile raising awareness amongst children and young people and multiagency multidisciplinary practitioners that work with children and young people about issues relevant to young carers and the support available.

FCC recognises this requires investment in workforce development specifically for practitioners that engage with children and young people. Most particularly this relates to help with spotting signs of who might be young carers and how these young carers can be supported within all environments to be independent, happy and healthy.

Table One: The single comprehensive service

Key priority	Independent, happy and healthy young people with caring responsibilities
Who the service is for	• Support is available to all young carers with priority for support young carers referred through Children's Services, and their families.
Core service components	• The service objective is building resilience and coping strategies amongst young carers, with a particular focus on enablement and independence for young carers. • A tiered model of support along lines used by Barnardos guides the types of support available for individual young people. For most children and young people, support is most likely to be information, advice and access to community based and group activities. A smaller cohort of approximately 10% of children and young people supported will require access to dedicated key worker support. • FCC commissioners prioritise increasing support for young people with 1:1 requirements and for young carers support services to work as part of a 'whole family' approach. This will occur through: (a) an active parenting offer. This includes Barnardos and NEWCIS taking account of parenting needs and facilitating access to parenting programmes and other family provision available across Flintshire. In addition, Flintshire Families First will ensure as part of Parenting Support: parenting programmes specifically for parents with children with caring responsibilities. This is supported through Bridging the Gap with flexible temporary care for parents while young carers are taking up opportunities (which has in recent years been under -utilised). (b) Flintshire Youth Services makes available a youth worker/key worker co-located at Barnardos and NEWCIS to provide information and advice about available community based provision that young carers and their families can access. This aims to help both practitioners working with young carers and their families and young carers

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themselves. The youth worker/key worker will also help broker access to particular opportunities for individual young carers.

(c) In line with consistently understood thresholds, Barnardos provide information, peer support, advocacy, respite activities, group sessions and 1:1 key worker support for young carers aged 8- 18 years. For children aged 5-7 evidence of young caring should trigger a referral to Barnardos also to deliver a volunteering programme for young carers. It is expected that approximately 10% of children and young people supported will require access to dedicated key worker support.

(d) Working closely with Barnardos and in line with consistently understood thresholds, NEWCIS will provide information, peer support, advocacy, respite activities, group sessions and 1:1 key worker support for young carers aged 18- 25 years. It is expected that approximately 10% of young adult carers supported will require access to dedicated key worker support.

(e) In providing the types of activities and support set out at (c) and (d) Barnardos and NEWCIS will:

    (i) provide a range of family activities that allow young carers to have fun with their family without being a carer.
    (ii) identify and support young carers and their families in Welsh language medium where preferred.
    (iii) provide activities that enable young carers to have a break away from their caring and cared for role.
    (iv) identify and support accessibility for young carers to activities and interests outside of their caring role. This will be tailored to individual requirements and take account of needs for example in relation to transport.
    (v) work with young carers and their families to identify alternatives to inappropriate caring roles.
    (vi) work with other children's/young person's services to identify and support young carers.

(f) NEWCIS and Barnardos promote the targeted support available for young carers through a schedule of outreach to key referring organisations (e.g. Children's Services, Family Information Service, BCUHB Youth Forum etc.).

(g) Close work with BCUHB to contribute to positive health and wellbeing outcomes for young carers. Most particularly this concerns efforts to encourage healthy lifestyles; most particularly in relation to physical activity, sexual health, teenage pregnancy, alcohol and substance misuse and mental ill health.

(H) Both NEWCIS and Barnardos work together to jointly deliver training to multiagency practitioners that equips them with the skills and confidence to identify and successfully engage young carers. In addition, Flintshire Youth

	Service and Flintshire Families First to facilitate opportunities by NEWCIS and Barnardos to deliver training to multiagency practitioners that work with children, young people and families as part of wider workforce development activities taking place in Flintshire.
Working with partners	• Delivering on the service components requires excellent partnership working. This will be supported through workforce development but also through increasing joint-work with partners to wrap the relevant support around the young person and his/her family. This is particularly true in encouraging more and more young carers to take up the wider provision available for young people within Flintshire. • Increasing joint-work with schools and educational establishments, Children's Services, Families First commissioned services and Youth Services will increase profile of the service for young carers. In addition, programming regular attendances by NEWCIS and Barnardos at team meetings or multiagency events for key partners to share information about what support is available and how this can be accessed and ensuring that this information is up to date and available through the Family Information Service and Single Point of Access arrangements will all help support increased engagement with young carer support.
Key outcomes	Increasing consistency in how service outcomes are measured and reported on will help with a comprehensive understanding of progress in securing good outcomes for young carers. For service providers, this will help demonstrate added value. These will relate to evidencing contributions to outcomes set out in '5-ways to well-being': Connect, Be Active, Take Notice, Keep Learning and Give, augmented with activity level data about levels of take up of different tiers of support by young carers, their families and multiagency practitioners.

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SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 20 July 2017
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	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: 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	None. **Contact Officer:** Margaret Parry-Jones Overview & Scrutiny Facilitator **Telephone:** 01352 702427 **E-mail:** margaret.parry-jones@flintshire.gov.uk

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

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
Thursday 5th October 2017 10.00 am	**Care Sector update to include top up fees and Invest to Save Care Sector Support**	To provide members with an update on the current position.	Assurance	Chief Officer Social Services	
	Corporate Parenting	To advise and report on the progress of corporate parenting responsibilities within the Local Authority.	Assurance	Chief Officer Social Services	
	Regional Adoption Service	To enable members to monitor the progress of the Regional Adoption Service.	Assurance	Chief Officer Social Services	
	Q1 Improvement Plan Monitoring	To enable members to fulfil their scrutiny role in relation to performance monitoring	Performance Monitoring	Facilitator	
Thursday 16th November 2017 2.00 pm	**Older Peoples Strategy & Dementia Services**	To receive an update on the Older Peoples Strategy and Dementia Services	Assurance	Chief Officer Social Services	
	Safeguarding Adults and Children	To receive a progress report on safeguarding and current issues	Assurance	Chief Officer Social Services	
	Free Childcare Pilot	To receive an update on the introduction of the free childcare pilot in Flintshire		Chief Officer Social Services	

Thursday 14th December 2017 2.00 pm	**BCUHB** **Update on the Mental Health Strategy and EMI placements for people with dementia requiring 24 hour care**	To be confirmed		Facilitator Chief Officer Social Services	
	Q2 Improvement Plan Monitoring	To enable members to fulfil their scrutiny role in relation to performance monitoring			
Thursday 25th January 2018 10.00 am	**Transition**				
Thursday 29th March	**Q3 Improvement Plan Monitoring**	To enable members to fulfil their scrutiny role in relation to performance monitoring			
Thursday 10th May 2018 10.00 am					
Thursday 14th June 2018 2.00 pm	**BCUHB** **2017/18 Year End Reporting Improvement Plan Monitoring**	To enable members to fulfil their scrutiny role in relation to performance monitoring			

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 & Adult 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)
		To consider the annual statistical information.	Chief Officer (Social Services)

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