

Public Document Pack



Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Hilary McGuill (Chair)

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

16 September 2020

Dear Sir/Madam

NOTICE OF REMOTE MEETING
SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE
TUESDAY, 22ND SEPTEMBER, 2020 at 2.00 PM

Yours faithfully

Robert Robins
Democratic Services Manager

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

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

AGENDA

1 APPOINTMENT OF CHAIR

Purpose: At the Annual Meeting, Council determined that the Liberal Democrat Group will chair this Committee. The Committee is advised that Councillor Hilary McGill is the Chair of the Committee for the municipal year.

2 APPOINTMENT OF VICE-CHAIR

Purpose: To appoint a Vice-Chair for the Committee.

3 APOLOGIES

Purpose: To receive any apologies.

4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

5 MINUTES (Pages 5 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 16 July 2020.

6 EMERGENCY SITUATION BRIEFING (VERBAL)

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

7 TERMS OF REFERENCE OF THE COMMITTEE (Pages 9 - 18)

Report of Head of Democratic Services - Cabinet Member for Corporate Management and Assets

Purpose: To receive the terms of reference of the new Committee as agreed by Council.

8 RECOVERY STRATEGY (Pages 19 - 52)

Report of Chief Executive, Chief Officer (Social Services) - Leader of the Council and Cabinet Member for Education, and Collective Cabinet

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

9 **CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER 2019/20** (Pages 53 - 74)

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

Purpose: This report is brought to inform of the content of the recent Care Inspectorate Wales (CIW) Annual Performance Letter published on the 2nd July 2020.

This page is intentionally left blank

SOCIAL AND HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE **16 JULY 2020**

Minutes of the meeting of the Social and Health Care Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Thursday, 16 July 2020

PRESENT: Councillor Hilary McGuill (Chair)

Councillors: Mike Allport, Paul Cunningham, Jean Davies, Rob Davies, Andy Dunbobbin, Carol Ellis, Gladys Healey, Cindy Hinds, Mike Lowe, Dave Mackie, Ian Smith, Martin White, David Williams and David Wisinger

APOLOGIES: Senior Manager (Safeguarding & Commissioning), Senior Manager (Children & Workforce) and Social & Health Care Overview & Scrutiny Facilitator

CONTRIBUTORS: Councillor Christine Jones (Cabinet Member for Social Services), Chief Officer (Social Services), Senior Manager (Integrated Services, Lead Adults) and Planning & Development Officer, Commissioning & Performance

IN ATTENDANCE: Democratic Services Manager, Community & Education Overview & Scrutiny Facilitator and Democratic Services Officer

60. DECLARATIONS OF INTEREST

None.

61. MINUTES

The minutes of the meetings held on 30 January and 10 February 2020 were approved, as moved and seconded by Councillors Andy Dunbobbin and Jean Davies.

RESOLVED:

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

62. SOCIAL SERVICES ANNUAL REPORT

The Chief Officer (Social Services) presented the statutory annual report summarising his views on performance of the Council's social care functions and priorities for improvement. The report - which had been produced in an electronic friendly-style by Double Click Design & Print - would help to inform the Care Inspectorate Wales' (CIW) performance evaluation of Social Services.

Members were introduced to Emma Murphy, the Planning & Development Officer, Commissioning & Performance, who described the approach to evaluating outcomes from last year's priorities and identifying priorities for 2020/21. Whilst detailing the challenges and achievements, the report highlighted the commitment

and values of those working in social care to make a difference to people in Flintshire.

The Chair complimented officers and Double Click on the report.

The Chief Officer gave an overview of key achievements including the opening of Hwb Cyfle day care centre which had been shortlisted in three categories of the Constructing Excellence in Wales (CEW) Awards 2020. He also highlighted continuing successes with the Progress for Providers programme and ongoing expansion of Marleyfield House care home. The launch of the Multi Systemic Therapy team - a new initiative in partnership with Wrexham and the first model of this type in Wales - would help to improve the lives of young people.

As Cabinet Member, Councillor Jones referred to the challenges arising from the COVID-19 pandemic and commended the achievements and the dedication of teams within the service to support adults and young people. She went on to thank Double Click who were preparing to re-open their business.

As a Board member of Double Click, Councillor Cunningham conveyed his pride in the business and thanked the Council for its support.

In welcoming the findings of the report, Councillor Mackie raised issues on the formatting and presentation of the document which officers said were being addressed. Officers noted Councillor Mackie's request that reports should be accessible on all types of portable electronic devices, including mobile phones, and that showing the data behind percentages and comparison with previous or national performance would help to provide context.

Councillor Ellis said that the report lacked information on support for individuals with autism and raised concerns about a specific case relating to the withdrawal of out of county specialist services.

In response, the Senior Manager (Integrated Services, Lead Adults) said that the document would be reviewed to provide more clarity on autism services. She gave assurances that the issue regarding the specialist facility was being addressed and that officers were engaging with families who were affected.

Councillor Hinds expressed her appreciation to the team for their work during the recent challenging period. The Chief Officer would relay this to the teams.

The recommendation was moved by Councillor White and seconded by Councillor Dunbobbin.

RESOLVED:

That the Annual Report be noted.

63. SUPPORT PROVIDED TO FLINTSHIRE CARE HOMES DURING THE COVID-19 PANDEMIC

The Senior Manager (Integrated Services, Lead Adults) presented a report on the approach taken by Social Services to provide essential support to the local care home sector.

Prior to the COVID-19 outbreak, the national pressures on funding and recruitment in the care sector had been experienced in Flintshire. During the pandemic, the Council had further strengthened partnerships with providers through an unprecedented level of support to its 27 care homes to support some of the most vulnerable residents. The robust arrangements put in place during the pandemic included the allocation of a Contract Monitoring Officer to liaise with each care home and the 'share point' system to share information with key stakeholders. Regular multi-agency teleconference meetings with care providers to raise issues and share changing national guidance had been well received and would continue.

On the approach to testing, all care home employees and residents had been tested from May to June whether symptomatic or not. Since that time, employees in all care home settings, including extra care, were tested every week; the frequency would be reduced if the 'R' rate improved. The procedure in the event of a positive test in a care home required the entire establishment to be tested and entered into a period of isolation. Whilst 16 care homes in Flintshire were in a 'red' (positive cases) position at the peak of the pandemic, this number had now reduced to three. During peak of the pandemic, teams within Social Services had been deployed to provide additional support in care homes and weekend 'on call' arrangements had been extended to include senior officers.

The Senior Manager agreed to share presentation slides on PPE provision following the meeting. Deliveries were distributed twice a week to the 27 care home establishments by the group of volunteers trained in Social Services standards. The effectiveness of this approach through the North East Wales Community Equipment Service (NEWCES) had been recognised as best practice in a national report and shared with services across Wales.

Financial support from Welsh Government (WG) was used to support a 10% payment to care homes from mid-March to the end of June, to cover additional costs arising from the pandemic such as strengthening cleaning regimes, employee cover etc.

The Chair welcomed the continuation of weekly remote meetings and the timely return of test results. In response to a question on WG funding for care home employees, the Senior Manager advised a Task & Finish Group was reviewing recently issued guidance on its allocation.

Councillor White praised the Council's stance on the early closure of care homes in the County which helped to reduce the spread of infection.

During the discussion, Members expressed their appreciation to the teams within the Council and care homes for their efforts to keep residents safe. Councillor Healey asked that her thanks be passed to the Senior Managers for Safeguarding & Commissioning and Children & Workforce for helping residents in her ward.

As suggested by Councillor Cunningham, it was agreed that a letter from the Chair would be sent on behalf of the Committee to volunteers who had helped to deliver PPE to care homes.

In response to a question from Councillor Smith, the Senior Manager clarified that PPE deliveries to care homes had commenced on 16 March.

Councillor Ellis praised the Chief Executive and Chief Officer for maintaining their position on the need for hospital testing prior to discharge to care homes.

The Chief Officer said that WG had supported Flintshire's position to help minimise the spread of infection. He paid tribute to his senior managers and teams for exceeding all expectations in their support to care homes during the pandemic.

As Cabinet Member, Councillor Jones expressed her pride in the social care sector including care home managers and social care employees, together with the Council's senior management team. She said that the support provided to care homes in Flintshire had been second to none.

The recommendation was moved by Councillor Dunbobbin and seconded by Councillor Hinds.

RESOLVED:

That the approach of the Council in supporting the local Care Home sector be endorsed.

64. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 2pm and ended at 3pm)

.....
Chair



SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Tuesday 22 nd September, 2020
Report Subject	Terms of Reference of the Committee
Report Author	Head of Democratic Services
Type of Report	Operational

EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council, these changes were confirmed and Chairs appointed. There are now five committees, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

RECOMMENDATIONS

1	That the Committee receives its terms of reference as agreed by Council and as set out in Appendix 1.
---	---

REPORT DETAILS

1.00	THE COMMITTEE'S TERMS OF REFERENCE.
1.01	The new Overview & Scrutiny Committee Structure was approved by Council on 27 th February. At the Annual Meeting on 9 th September, Chairs were appointed to the five committees within the new structure. This report is being submitted to each of the Overview & Scrutiny Committees during the September cycle of meetings.
1.02	<p>The five Overview & Scrutiny committees are now:</p> <ul style="list-style-type: none">• Community, Housing & Assets;• Corporate Resources;• Education, Youth & Culture;• Environment & Economy;• Social & Healthcare. <p>The respective terms of reference of each of the committees and the main contributors to them are identified in Appendix 1.</p>
1.03	Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

2.00	RESOURCE IMPLICATIONS
2.01	A reduction in the number of committees may result in the reduction of senior salaries paid.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix 1 – Overview & Scrutiny Committee Terms of Reference.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of the Annual Meeting of Council, 7 th May 2019 Report to the Meeting of the Constitution & Democratic Services Committee, 22 nd January 2020 and resultant minute. Report to Council 27 th February 2020 and resultant minute.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Robert Robins, Head of Democratic Services. Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	No technical terms have been used.

This page is intentionally left blank

Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

O&S Committee	Scope: To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	Main Contributors
<p>Corporate Resources</p> <p>12 Elected Members</p> <p>Designated ‘crime & disorder scrutiny’ committee</p>	<p>Corporate Management and Governance Council strategic and improvement planning (Council Plan) Council performance and performance systems Customer Services and contact</p> <p>Finance Strategy Revenue and capital strategic planning Revenue and capital budget monitoring</p> <p>Clwyd Pension Fund</p> <p>ICT and Digital Strategies</p> <p>People Strategy Organisational Design & Change Programme</p> <p>Corporate Services Corporate Communications Financial services ICT Services Information and Business Services Procurement HR Business Partnering Occupational Health and Wellbeing Employment Services Legal Services Democratic Services Revenues</p> <p>Strategic and Partnership Working Partnership and collaborative working frameworks Public Service Board Civil Contingencies Emergency Planning</p>	<p>Leader of the Council; Corporate Management & Assets; Finance. Chief Executive; CO (Governance) Corporate Finance Manager Senior Manager (HR & OD)</p>

	<p>Crime and Disorder Community Safety Partnership North Wales Fire & Rescue Authority & Service North Wales Police & Crime Commissioner North Wales Police Service North Wales Probation Service</p>	
<p>Education, Youth & Culture</p> <p>12 Elected Members and five co-opted members representing parent governors and diocesan authorities.</p>	<p>School organisation and management School Improvement and modernisation School Access, planning and provision Primary and Early years Secondary and 14-19 education Schools Performance Monitoring</p> <p>Continuing Education Adult and community learning</p> <p>Special Education Inclusion service</p> <p>Support to Families and Young People Families First Youth Services Youth Justice Service</p> <p>Libraries, Culture and Heritage including archives and museums Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities</p> <p>Strategic and Partnership Working Theatr Clwyd Aura Holywell Leisure Centre Cambrian Aquatics</p> <p>Children and Young People’s Partnership (shared responsibility with the Social & Health Care Overview & Scrutiny Committee) Coleg Cambria Glyndwr University GwE Welsh Government Department for Education Estyn</p>	<p>Leader /Education & Youth Chief Executive CO (Education & Youth)</p>

<p>Social & Health Care</p> <p>12 Elected Members</p>	<p>Adult Services First contact and localities Adult safeguarding Adult Independence and support services</p> <p>Children’s Services Fieldwork Resources Safeguarding Early Years and Family support</p> <p>Disability, Progression and Recovery Services</p> <p>Strategic, Commissioning & Partnership Working Children and Young People’s Partnership (jointly with the Education & Youth Overview & Scrutiny Committee) Social & Health Care Strategy Development Health Social Care and Well-being partnership and the Good Health Good Care Strategy Dementia Commissioning Plan Mental Health Commissioning Plan Learning Disability Commissioning Plan</p> <p>Double Click Home Farm Trust (HFT) Hwb Cyfle</p> <p>Betsi Cadwaladr University Health Board (BCUHB) Ambulance Trust Community Health Council.</p>	<p>Cabinet Member for Social Services. CO (Social Services)</p>
<p>Environment & Economy</p> <p>12 Elected Members</p>	<p>Planning Planning and environmental strategy, Development management and control, Conservation, Minerals and waste planning, Countryside and the environment Greenfield Valley Heritage Park Public rights of way Drainage advisory/Flood Water Management Act Energy Services</p> <p>Public Protection Community protection Health protection Environmental protection</p>	<p>Cabinet Members for Planning & Public Protection and Streetscene & Countryside Chief Executive CO (Planning, Environment and Economy) CO (Streetscene & Transportation)</p>

	<p>Bereavement services</p> <p>Streetscene Services</p> <p>Environmental and Waste Management</p> <p>Neighbourhood services</p> <p>Maintenance of the public realm</p> <p>Environmental enforcement</p> <p>Vehicle fleet</p> <p>Transportation</p> <p>Highway Strategy and Development Control</p> <p>Traffic Services</p> <p>Transport Services</p> <p>Road Safety Education, Training and Publicity</p> <p>Performance and Improvement Plan</p> <p>Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p>Strategic and Partnership Working</p> <p>Local Development Plan</p> <p>Flood Management Strategy</p> <p>North Wales Residual Waste Treatment Partnership</p> <p>Natural Resources Wales</p> <p>Planning Inspectorate Wales</p> <p>Regeneration</p> <p>Communities First,</p> <p>Economic Development and Tourism Enterprise</p> <p>Regeneration Partnership</p> <p>Rural Development Plan</p> <p>Visit Wales</p>	
<p>Community, Housing & Assets</p> <p>12 Elected Members</p>	<p>Community Liaison</p> <p>The County Forum and the Joint Community Charter with Town and Community Councils</p> <p>Flintshire Local Voluntary Council</p> <p>Community services</p> <p>Community support services</p> <p>Welfare reform</p> <p>Public Housing</p> <p>Housing Strategy</p> <p>Neighbourhood Housing</p> <p>Housing Asset management</p> <p>Private Housing renewal</p>	<p>Cabinet Members for Corporate Management & Assets and Housing.</p> <p>Chief executive</p> <p>CO (Housing & Assets)</p>

	<p>Benefits Property and Design Consultancy Valuation and Estates Facilities Services Community Assets Strategic and Partnership Working Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords</p>	
--	---	--

This page is intentionally left blank



SOCIAL & HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday 22 nd September, 2020
Report Subject	Recovery Strategy
Cabinet Member	Leader of the Council and the Collective Cabinet
Report Author	Chief Executive and Chief Officer Social Services
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council is developing a corporate Recovery Strategy for the pandemic emergency situation.

This work has been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September. Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

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

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

RECOMMENDATIONS

1	That the Committee gives oversight to the recovery planning for its respective portfolio(s).
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

REPORT DETAILS

1.00	EMERGENCY RECOVERY
1.01	<p>The Council is developing a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none">1. The chronology of the emergency response phase and transition to recovery2. The handover arrangements or recovery3. Organisational recovery of the corporate organisation4. Community recovery of the communities we serve5. Strategic priorities and performance for the remainder of 2020/216. The roles the Council will play in regional recovery7. The democratic governance of recovery
1.02	<p>The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none">1. The portfolio risk register(s) and the risk mitigation actions both live and planned;2. The objectives for recovery for the portfolio(s);3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.
1.04	<p>The full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee is attached. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.</p>

1.05	<p>The recovery objectives for the service portfolio(s) for this Committee are listed below. Where services have been partially resumed, the return to normal operating hours and usage will be in line with Public Health Wales and Welsh Government advice.</p> <ul style="list-style-type: none"> • Adult Services - Return to normal operating hours and usage for Adult Day and Respite services; • Adult Services - Open Plas Yr Ywen Extra Care; • Adult Services - Return to normal operating hours and usage for Adult Mental Health Services; • Adult Services - Return to normal operating hours and usage for Substance Misuse Service; • Adult Services - Return to normal operating hours and usage for Learning Disability services • Adult Services - Return to normal operating hours and usage for Disability Day and Respite services; • Children's Services – Return to normal operation for Respite services; • Children's Services - Resume normal social work services; • Early Years and Family Support - Return to normal operation for Flying Start services; • Early Years and Family Support - Reopen Flintshire Crèche; • Workforce - Resumption of face to face training courses; • Adult Safeguarding - Continue with Business as Usual; • Independent Reviewing Officers - Continue with Business as Usual; • Deprivation of Liberty Safeguards - Return to normal assessment process; • Children’s Safeguarding - Continue with Business as Usual; • IT / Administrative systems - Business as usual, return workforce to County Offices • Financial Assessment and Charging - Resume normal services • Deputyship - Resume normal services
1.06	<p>Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.</p>

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

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

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

5.00	APPENDICES
5.01	<p>Appendix 1 – The full latest version of the risk register for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 2 – The full latest version of the risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 3 – The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy.</p> <p>Appendix 4 – The full set of revised performance indicator targets for 2020/21.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Colin Everett Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk</p>

Social Services Portfolio Risk Register

Version 4

Republished: 14.09.20

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

Risk Register - Part 1 (Portfolio Management)

Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS01	Expenditure on out of county placements increases as placement costs increase in a demand led market.	Strategic	Craig Macleod	Peter Robson	R	A	A Q4 2020/21	G ↓	Open
*SS02	Expenditure on experienced agency workers increases due to the reduction in opportunities for face to face training and development for existing / new staff	Operational	Jane Davies	-	A	G	Y Q1 2021/22	G ↓	Open
SS03	Failure to meet conditions of grant funding where the terms of the grant provision cannot be renegotiated with the provider	Operational	Craig Macleod	Gail Bennett	A	Y	G Q4 2020/21	A ↔	Open

Workforce

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

External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS06	Some individuals are illegally detained awaiting Liberty Protection assessments because there is insufficient capacity to absorb the introduction of Community assessments	Strategic	Jane Davies	Jayne Belton	A	Y	Y Q3 2020/21	G ↓	Open
*SS07	We are unable to progress with the processing of complaints and Information Requests due to physical distancing requirements and travel restrictions	Operational	Jane Davies	Jacque Slee	Y	G	Y Q2 2020/21	G ↓	Closed

ICT Systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS08	Failure of the Clipper Finance system due to the age of the software and its incompatibility with new server technology	Project	Dawn Holt	Emma Murphy	G	G	G Q4 2020/21	A ↔	Open

Risk Register - Part 2 (Portfolio Service & Performance)

Adult Services

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS09	Insufficient numbers of residential and nursing beds to meet demand because of the long term fragility and instability of the care home sector	Strategic	Jane Davies	Dawn Holt	R	Y	Y Open	G ↓	Open
SS10	Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market	Strategic	Jane Davies	Dawn Holt	R	A	Y Q4 2020/21	A ↔	Open
*SS11	Unpreparedness to meet the needs of clients discharged from hospital because they have been discharged prematurely and without a full assessment	Operational	Susie Lunt	Janet Bellis	R	G	Y Q4 2020/21	G ↓	Open
SS12	Objectives for the Alternative Delivery Model (ADM) Learning Disability Day and Work Opportunities (Hft) project will not be achieved because of physical distancing requirements and the reduction in face to face delivery	Project	Dawn Holt	Emma Murphy	A	Y	A Q1 2021/20	G ↓	Open
SS13	Development of Microcare will not progress due to difficulties recruiting and training potential carers	Project	Dawn Holt	Rob Loudon	G	G	G Q4 2020/21	A ↔	Open
SS14	Objectives for the development of Ty Tryffynnon will not be achieved due to very tight timescales	Project	Dawn Holt	Christy Hoskings	G	G	G Q2 2020/21	A ↔	Closed
SS15	Opening of Plas Yr Ywen Extra Care will be delayed due to redeployment of staff to support critical services	Project	Mark Holt	Carol Dove	Y	Y	G Q4 2020/21	G ↓	Open
SS16	The re-commissioning of Supported Living Properties will not achieve continuity of care through TUPE for the individuals concerned	Project	Dawn Holt	Carol Dove	G	G	G Q4 2020/21	A ↔	Closed
SS17	The redevelopment of Marleyfield Care Home will not be achieved within budget and timescales because of delays in the construction supply chain and risk of infection for residents	Project	Dawn Holt	Gareth Jones	G	G	G Q4 2020/21	G ↓	Open
SS18	Objectives in the project plan for Person Shaped Support (PSS) Trio and Short Break Care will not be achieved due to physical distancing requirements and the reduction in face to face care	Project	Dawn Holt	Emma Murphy	Y	Y	G Q1 2021/22	A ↔	Open

Children's Services / Early Years

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

Adult & Children's Services

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
SS23	Impacts on vulnerable people through a withdrawal of resources from non-essential services to prioritise meeting demand in essential services	Operational	Susie Lunt	Craig Macleod	R	Y	Y Q4 2020/21	A ↔	Open
*SS24	Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services	Operational	Dawn Holt	Jo Taylor	R	Y	Y Q1 2021/22	A ↔	Open
*SS25	Insufficiency in the supplies of equipment for people to keep themselves safe due to the diversion of equipment to temporary hospital facilities, and the supply of PPE	Operational	Susie Lunt	Steve Featherstone	R	G	Y Q2 2020/21	G ↓	Closed
*SS26	Adults and children are not effectively safeguarded due to restrictions in their visibility during shielding/social isolation and targeted criminal activity designed to exploit vulnerable people	Operational	Jane Davies	Craig Macleod	R	A	Y Q3 2020/21	A ↔	Open
*SS27	Insufficient capacity to cope with a sharp increase in referrals to child and adult services	Operational	Craig Macleod	Dawn Holt	R	A	A Open	A ↔	Open
*SS28	Individuals with a learning disability or autism are unable to access services due to the suspension of transformation programmes	Project	Susie Lunt	Jo Taylor	R	Y	Y Q3 2020/21	G ↓	Open

Risk Matrix

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

Social Services Portfolio Risk Register

Version 4

Republished: 14.09.20

Part 1 (Portfolio Management)

Financial

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

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

Workforce

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

				Children’s Services which may impact in the future – managers are monitoring this closely with their staff.
--	--	--	--	---

External Regulation

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS07 Closed	We are unable to progress with the processing of complaints and Information Requests due to physical distancing requirements and travel restrictions	↓	ST	Closed risk. Complaints at Stage 1 are progressing as usual. We are advising individuals on a case by case basis of likely delays in processing Stage 2 complaints and Individual Rights Requests due to physical distancing requirements and travel restrictions. We have addressed external communications to deal with the expectation of the public that services will return to “normal” when measures are lifted. We will monitor position of the Public Service Ombudsman Wales (PSOW) on taking a “pragmatic” approach to delays. Complaints are being processed to normal timescales. This risk will be Closed.

Part 2 (Portfolio Service & Performance)

Adult Services

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

Children’s Services / Early Years

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS20	We will not meet our ambition to safely reduce our identified cohort of children looked after	↓	MT	We are completing targeted assessment work for increased Special Guardianship Orders and discharge of care orders ready for court consideration in the Autumn

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	due to delays in the court process			
*SS21	Targets for Mockingbird are missed due to a failure to recruit foster carers to the scheme given the constraints on completing assessments for carers and providing training	↓	MT	Our first Mockingbird group is in place. Progress during COVID-19 has also been impacted by the resignation of the dedicated social worker. We are currently recruiting to fill the post. With the support of the Fostering Network we have been working with a consortia of Mockingbird sites across the UK to share experience, learning, and approaches to mitigating risk and recovery planning. This Group will help us learn from sites that are fully operational and embedded which will inform a revised plan.

Adult & Children’s Services

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 29 *SS23	Impacts on vulnerable people through a withdrawal of resources from non-critical services to prioritise meeting demand in critical services	↔	MT	We need to be able to comply with our legislative requirements to promote the well-being of individuals, with reference to statutory guidance. To achieve this we are using triage processes in the Single Point of Access for Adults and in Children’s First Contact, which ensure that all enquiries are dealt with on a case by case basis. We have risk assessments in place to direct services to the individuals who are at highest risk. We have a Virtual Early Help Hub in operation to provide telephone advice and assistance to help prevent problems from escalating and additional demand on statutory services. In response to the reduction in advocacy services for adults, we are working with Flintshire Local Voluntary Council and carers’ organisations to ensure that the voices of individuals are heard. Service users in supported living accommodation are accessing day services through technology. We have an agreement in place with Pharmacists and BCUHB for the management of substance misuse services. We are ensuring the safety of our workforce and the public through the use of telephone and secure video conferencing facilities, and we have introduced a rota for staff in line with 2 metre distancing in office and clinical areas, and a plan is being developed to roll this out to the wider workforce in Ty Dewi Sant. Assessment and support for young people is wherever possible being carried out via telephone or video conferencing calls. Contact with care leavers, parents and carers, and foster carers is being maintained with one to one remote sessions, with appropriate frequency determined on a case by case basis.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*SS24	Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services	↔	ST	We are working with commissioned services for carers to ensure that PPE is available for those staff and unpaid carers who need it. We have reminded staff to consider the carer when undertaking the discharge assessment. We have started 'Keeping in touch' calls to carers, shifting provision to supporting mental, physical and emotional well-being of carers remotely. Carers Week was 8-14 th June and the Carers Strategy Group has focused activities on awareness raising and sharing some stories to increase the visibility of unpaid carers. Consideration is being given to re-introducing support services for carers, i.e. respite and day care, even on a phased or priority basis to mitigate carer breakdowns/ burn-out over the coming months. We are expanding direct payment options for families with disabled children, and are working with Action for Children to provide domiciliary support through Arosfa. We are working with specialist schools to provide childcare as part of Resilience Hub provision and are looking to maximise opportunities for families to use resources across the Council portfolio to undertake activities to provide respite.
Page 30 *SS25 Closed	Insufficiency in the supplies of equipment for people to keep themselves safe due to the diversion of equipment to temporary hospital facilities, and the supply of PPE	↓	IM	Closed risk. We have mechanisms in place to distribute Personal Protective Equipment (PPE), including daily reporting to WG regarding use of PPE. We are continuing to access equipment through North East Wales Community Equipment Service (NEWCES), and we need to ensure sufficient rise and fall beds and mattresses are acquired to replace those transferred to temporary hospital facilities. A new branch of NEWCES in Queensferry is established and fully operational.
*SS26	Adults and children are not effectively safeguarded due to restrictions in their visibility during shielding/social isolation and targeted criminal activity designed to exploit vulnerable people	↔	IM	We are ensuring that all safeguarding processes can continue, by circulating information about revised working practices to partners and testing out virtual meetings technology. Assessments are in place to determine the potential for increased risk to individuals. We are ensuring the safety of our workforce and the public through the use of telephone and secure video conferencing facilities. Virtual Missing, Exploitation, Trafficking (MET) meetings are in place to share intelligence across agencies and the associated action plans. Vulnerable children supported through Resilience School Hubs. Virtual Early Help Hub is operating to assist in identifying and supporting families before problems escalate. Systems and protocols need to be established for supporting vulnerable families in partnership with schools/ Resilience Hubs. We are working with Health visitors to ensure shared clarity on processes for escalation of concerns about vulnerable children. We have rebalanced capacity in the Safeguarding Unit to account for a temporary reduction in Safeguarding Referrals and an increase in Adult at Risk work, to include an increase in requests from professional for advice on mental capacity and liberty safeguards as people are shielding or self-isolating. The national launch of the new regulations on Liberty Protection Safeguards has been officially delayed. We are continuing to promote safeguarding awareness to the general public and publicise referral routes, with enhanced reporting to track child protection

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				and adult safeguarding referrals. Corporate Safeguarding will play a role in ensuring our systems and processes are working effectively. Cases are still being prioritised according to need
*SS27	Insufficient capacity to cope with a sharp increase in referrals to child and adult services	↔	ST	We are establishing a multi-agency group to monitor trends in referrals and anticipated areas of demand for partner agencies and 3rd sector support. The Group will work to support partners to ensure services are accessible and resilient. Work with police and 3rd sector to understand incidents of domestic violence and service demand and work to support service resilience and sufficiency of support. We are providing early help support for parents with low/moderate mental health needs through the Early Help Hub and signposting to support through Family Information Service. We are also developing strong social media and promotion tools about the Early Help Hub and how to access support. Support options are being identified for families of children that are shielding and therefore unable to access traditional community based support. Funding has been secured from the regional Transformation Fund to invest in early help as part of our recovery planning. We are working with Action for Children to extend existing therapeutic support service for children and young people experience trauma.
*SS28	Individuals with a learning disability or autism are unable to access services due to the suspension of transformation programmes	↓	MT	The transformation project is going ahead, albeit that we are still awaiting confirmation of the funding criteria.

This page is intentionally left blank

Priorities to be included in FCC Recovery Strategy

Portfolio – Streetscene & Transportation

Priority - Sustainable Development and Environmental Management

Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
 - Develop Standard Recycling Centre
 - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
 - a successful first full year of operation meeting waste and cost and income targets
 - the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

Priority - Safe and sustainable Travel Services

Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

Portfolio – Social Services

Priority – Direct Provision and supporting exiting market

Actions:

- Adults:
 - Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
 - Progress of expansion of Marleyfield Residential Care Home
 - Plans for an expansion of Croes Atti Residential Care Home
 - Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
 - Expand provision at Arosfa to provide two additional registered beds for long term support
 - Introduce the short-term assessment model for children residential care
 - Improved housing and accommodation offer for care leavers
 - Increase fostering capacity by ten new foster carers
- Adults & Children
 - Sustaining providers through joint support work and appropriate fee levels

Priority - Safeguarding Children, Adults and Families

Actions:

- A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

Priority – Mental Health

Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

Portfolio – Housing & Assets

Priority – Homelessness Strategy and Local Action Strategy

Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

Priority – Housing needs of vulnerable groups

Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
 - Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' model
- Review the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

Priority – Food Poverty

Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

Priority – Future of County Hall Campus / Civic Estate

Actions:

- Develop a visionary plan for the County Hall campus site

Portfolio – Planning, Environment and Economy

Priority – Fuel Poverty

Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

Priority – Growth Deal & Infrastructure

Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions

Priority – Future of Town Centres

Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

Priority – Carbon Reduction

Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

Priority – Natural Environment

Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

Priority – Community Safety

Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

Priority – Businesses and Community

Actions:

- Advice services to businesses and the community for operating and living safety

Portfolio – Governance

Priority – Corporate Contact Centre

Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

Priority – Complaints Handling

Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

Priority – Digital Strategy

Actions:

- Increased accessibility to services through digital

Portfolio – Human Resources & Organisational Development

Priority – Health & Wellbeing Strategy

Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

Priority – Child Poverty

Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
 - Review of FSM payment levels
 - Co-ordinated uniform exchange schemes
 - Adoption of 'Ask Ceri' resource (Children's Commissioner)

Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

Contents

Corporate Finance	2
Recovery Measures	2
Human Resources and Organisational Development.....	3
Recovery Measures	3
Portfolio Measures	3
Measures Not Carried Forward	3
Education and Youth	5
Recovery Measures	5
Portfolio Measures	5
Measures Not Carried Forward	6
Governance	7
Recovery Measures	7
Measures Not Carried Forward	7
Planning, Environment and Economy	8
Recovery Measures	8
Portfolio Measures	8
Measures Not Carried Forward	9
Streetscene and Transportation.....	10

Recovery Measures 10

Portfolio Measures 10

Measures Not Carried Forward 10

Social Services 11

 Recovery Measures 11

 Portfolio Measures 11

 Measures Not Carried Forward 12

Housing and Assets 13

 Recovery Measures 13

 Portfolio Measures 14

 Measures Not Carried Forward 14

Page 38

Corporate Finance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change

Human Resources and Organisational Development

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

Education and Youth

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated

Governance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

Planning, Environment and Economy

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

Streetscene and Transportation

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs) in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward

Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual
---	--

Social Services

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Cadwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

Housing and Assets

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator

<p>Average number of calendar days taken to deliver a DFG (overall)</p>	<p>KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards</p>
<p>Waiting times for adapted council housing (SARTH)</p>	<p>A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire</p>

This page is intentionally left blank



SOCIAL AND HEALTH CARE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	22 September 2020
Report Subject	Care Inspectorate Wales (CIW) Annual Performance Review Letter 2019/20
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report is brought to inform Scrutiny of the content of the recent Care Inspectorate Wales (CIW) Annual Performance Letter issued on the 2nd July 2020.

Following the implementation of the Social Services and Well-being (Wales) Act 2014, CIW have developed a new framework which works to ensure local authorities are inspected using the well-being outcomes of the Act. This places an emphasis on hearing the views and voices of people and their carers who have care and support needs.

An annual letter is sent to each local authority in Wales and published on the CIW website. The information contained within the letter is normally based on a meeting held with the Chief Officer for Social Services and Senior Officers, unfortunately due to the COVID-19 restrictions this year it has not been possible for the annual performance review meeting to take place. However, the letter is also based on evidence and performance data submitted throughout the year together with the outcomes from any inspections, focused activities, self-evaluation returns. These have taken place, prior to the COVID restrictions and the outcome of these inspection activities alongside the information published in the Social Services Annual Report are reflected in the letter.

Each letter summarises CIW's evaluation of performance in relation to adults and children's services during the financial year and reports against the four core principles of the Social Services and Well-being Act, those being:

Well-being, People, Prevention and Partnership.

The letters also sets out CIW's individual work programme to review performance over the coming year.

RECOMMENDATIONS

1	That Scrutiny notes and is assured by the content of the Annual Performance letter and CIW's assessment of the authority's performance during the year 2019/20.
2	That Scrutiny notes the CIW's Performance Review Plan for 2020-21 has been paused, and they will notify us once the programme of inspection re commences.

REPORT DETAILS

1.00	EXPLAINING THE CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER
1.01	Members will be aware that CIW write and publish an annual letter for local authorities which provides feedback on inspections undertaken during the year and CIW performance evaluation activity complete.
1.02	The letter reports on the progress of the local authority and how it has implemented any recommendations from inspections, focused activities, Child Practice Reviews and Adult Practice Reviews.
1.03	The letter is also an opportunity for CIW to outline its forward work programme in Flintshire.
1.04	The content of the letter relates to the authority's performance in carrying out its statutory social services functions and is separate to an inspections of the Council's Provider Services.
1.05	As stated in the Executive Summary above, the letter is informed by performance evaluation and meetings with the Chief Officer Social Services and Senior Managers within the service. Whilst this formal meeting could not take place in April 2020 due to the COVID-19 restrictions, the CIW Lead Inspector for Flintshire, Glenda Lloyd-Evans, has met with Senior Managers in June and December 2019.
1.06	The letter also takes into account CIW activity during the year and in particular the focused activity in Children's Services in October 2019 and the focused activity in Adult Services in February 2020.
1.07	CIW also undertook engagement activity with older adults and held a review meeting in November 2019 around the Prevention and Promotion of Independence for older adults.
1.08	In February 2020, CIW undertook a risk assessment and assurance review of Flintshire.
1.09	In addition to these activities, Flintshire Social Services provides CIW with quarterly performance data which is reviewed and analysed and CIW use feedback and intelligence received on the performance of the service to

	shape the content of the Annual Performance Letter.
1.10	The strengths of the authority and any areas for improvement are categorised into the four principles of the Social Services and Well-being (Wales) Act 2014 and these are summarised below.
1.11	Well-being
1.12	CIW commented that the local authority benefits from an experienced senior management team. Effective leadership is evident at all levels with a highly skilled, well qualified and supported workforce working towards a shared vision. CIW also specifically commented on the strong corporate and political support for both adult and children's service and a thorough and well developed understanding of strengths and current challenges.
1.13	As with many local authorities CIW notes that Flintshire experienced challenges in securing appropriate placements able to meet the needs of some young people and it is of concern that children were placed in unregistered arrangements. However, CIW also noted that Flintshire demonstrated a focus on meeting the needs of the children and kept CIW informed of development throughout.
1.14	The innovative work of the Council was also noted under well-being through the development of a range of new projects and the use of grant funding to create new models of care and support to improve outcomes for people. An example sighted by CIW in Children Service is the work with regional partners to secure transformation funds to create a multi-disciplinary assessment and support Hub to facilitate placement reunification and long term placement planning. CIW also noted the work the local authority is doing to actively develop the local care sector and more latterly develop micro-care enterprise.
1.15	People
1.16	CIW specifically review the Welsh Language provision for those who receive support from Social Services, they notes that language is recognised as a key factor in building positive relationships and Welsh language use amongst local authority staff is a corporate commitment.
1.17	CIW made reference to how people in Flintshire are involved in service development, they heard how the Mockingbird and Development Project asked young people what they thought of the idea and what was important to them to feature in the development. CIW noted feedback from a young person in their letter. "I like that there are other foster carers that can support and listen". In respect of service development and embedded learning, CIW commented that the same project, used an analysis of disruption themes to help it shape the way in which support will be provided to children and carers.
1.18	In adults service particular reference was made to the local authority and its partners continue to engage with local business and charities. Through such engagement, opportunities for people with a learning disability to be supported into paid work have been identified as well as new volunteer placements.

1.19	The letter identified that more people are managing their own care through the provision of direct payments allowing the person more control and flexibility with the care they receive. The letter recognises that Flintshire continues to look at creative and innovative ways of using direct payments and during CIW's focused activity they heard of groups being awarded direct payment to enhance people's independence and/or involvement in community activities.
1.20	CIW made specific reference to the committed and dedicated professional staff whom they constantly met in their dealings with the Council throughout the year. Discussions with staff, observations made, and case records evidenced staff's understanding of the principles of the Social Services and Well-being (Wales) Act 2014, and staff vigilance in ensuring that these principles are implemented in practice. Practitioners and managers told CIW they are happy and content working in Flintshire County Council.
1.21	CIW continues to monitor the implementation of Deprivation of Liberty Safeguards (DoLS) which has identified the local authority, in common with many others in Wales, is unable to assure itself that people's human rights are not being breached by being deprived of their liberty unlawfully.
1.22	Prevention
1.23	In Children's Service CIW identified a strong focus on early help and support to build resilience and help prevent a families problems escalating. They visited the Early Help Hub and saw an emphasis on helping parents to develop their own abilities, their coping mechanisms and strengths to identify and manage problems. They also saw community based solutions supporting families and a focus on keeping families together in a safe, supportive and stable environment.
1.24	In Adults Services CIW's focus was on building and promoting people's own strengths and resilience in line with the principles of the Social Services and Wellbeing (Wales) Act 2014. During the focused activity in February 2020, they commented on examples of how the Council has been enabling people to maintain and develop skills, achieving greater independence and responsibility. CIW commented that individuals are given the opportunity to take risks safely and assistive technology is used effectively to support increased freedom and independence.
1.25	CIW saw a focus on enabling individuals to develop and maintain social relationships and be involved in their community. They met with members of the Dungeons and Dragon group, established to help people's recovery from mental health. They also heard how the group helped with recovery and provided an opportunity to develop friendship, interest and a reason to interact.
1.26	CIW also noted that in Flintshire County Council Children's Services there are procedures in place to respond effectively to placement breakdowns and to placements where there are escalating challenges and indications that a disruption is likely. They commented that the voice of the child remains central throughout the process. CIW also recorded that recommendations are formulated within the pre-disruption meetings and

	distributed to the service area with responsibility for the child to ensure this informs future practice.
1.27	Partnerships
1.28	The regulator noted that the local authority continue to be actively engaged in local and regional partnership working. Flintshire currently host the North Wales Learning Disability Strategy and jointly host the North Wales Integrated Autism Service with Betsi Cadwaladr University Health Board (BCUHB).
1.29	In the letter CIW commented on the Council's awareness of the fragility of the domiciliary care sector and how we are exploring different options to address market capacity. CIW noted that the Council recognises the importance of working in partnership with providers and made reference to the extension of our successful Progress for Providers Programmes for Care Home to the domiciliary care sector. The Council recognises the difficulties in the recruitment and retention of care workers and the significant challenge facing all home care providers (please note, the comments made by CIW were before the COVID-19 pandemic).
1.30	CIW paid particular attention to the efforts the Council have taken to reduce the turnover of care workers and how we have learnt from others and adopted an innovative approach to recruitment, aiming to maximise retention by more careful approaches to recruiting the right people with the right values. Care providers told CIW of their positive working relationship with the practitioners and managers. CIW commented that "The focus on working in partnership and supporting providers by investing in training and development of care staff can only lead to better outcomes for people."
1.31	Finally, Project Search was highlighted as an example of Flintshire's successfully working in partnership with Hft, Pennaf Housing Group, Coleg Cambria and others to establish an employment support programme for young people with a learning disability. During the focused activity CIW met with some of the young people and parents and heard how Hft has further developing partnership with public, private and voluntary sector organisation to create new work, education and leisure opportunities for people with a learning disability.
1.32	CIW Performance Review Plan for 2020-21
1.33	CIW's scheduled thematic inspection programme for 2020-2021 focused on prevention and promoting independence for older people and for current children services thematic inspection the focus is on prevention, partnerships and experiences of disabled children. Due to the current emergency situation relating to COVID-19 CIW have paused the publication of their older people's report and paused all activity relating to the disabled children's review. They will advise you in due course when we envisage recommencing our inspections.
1.34	Due to the unforeseen circumstances, CIW are currently reviewing and considering their work plan for the remainder of 2020-2021.
1.35	Following the focused activity in Children's Services during October 2019, CIW identified the following areas for improvement:

	<ul style="list-style-type: none"> Managers need to ensure themselves of the effectiveness of the implementation of the new supervision policy. Whilst the service continues to have ongoing discussions with Adult Mental Health, managers must ensure practitioners communicate on individual cases. Managers need to ensure the evidence of the analysis which informs decision making is recorded at the Early Help Hub multi-disciplinary meeting.
1.36	<p>CIW identified the following area for improvement in the focused activity in Adult Services in February 2020:</p> <ul style="list-style-type: none"> Ensure there is a record of the risk assessments and decisions on local authority's case records.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct resource implications as a result of this letter.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	The letter is a very positive review of the statutory Social Services provider by the local authority. The work of risk management associated with statutory services continues within the portfolio, there are no additional requirements as a result of the letter.	
3.02	Response from the Service to the Required Actions from the Children's Services focused activities	
3.03	Managers need to ensure themselves of the effectiveness of the implementation of the new supervision policy.	The new supervision policy has been launched across all services and the effectiveness of the policy and recording of information in the appropriate locations has been monitored and evaluated through case file audits. This action has been replicated in other service areas to ensure consistency in recording linked to supervision.
	Whilst the service continues to have ongoing discussions with Adult Mental Health, managers must ensure practitioners communicate on individual cases.	Professional Supervision between case holders and their managers ensures a focus on discussing the detail of adult mental health cases
	Managers need to ensure the evidence of the analysis which informs decision making is recorded at the Early Help Hub multi-disciplinary meeting.	A revised recording mechanism has been put in place to address this. Case file audits have paid particular attention to this area and recoded evidence of improved analysis recording as part of the decision making process.

3.04	Response from the Service to the Required Actions from the Adult Services focused activities	
3.05	Ensure there is a record of the risk assessments and decisions on local authority's case records.	An amendment has been made to the records management process and case file audits have paid particular attention to risk assessment and the recording of associated decisions.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT	
4.01	There are no consultation requirements as a result of this letter.	

5.00	APPENDICES	
5.01	Local Authority Annual Performance Letter 2019/20 – Flintshire County Council	
5.02	CIW Letter to Flintshire Following Children's Focused Activity	
5.03	CIW Letter to Flintshire Following Adult's Focused Activity	

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS	
6.01	None	

7.00	CONTACT OFFICER DETAILS	
7.01	Contact Officers: Jane Davies Telephone: 01352 702503 E-mail: jane.m.davies@flintshire.gov.uk	

8.00	GLOSSARY OF TERMS	
8.01	(1) 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.	

This page is intentionally left blank

Neil Ayling
Director of Social Services
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Date: 02 July 2020

Dear Neil Ayling

Care Inspectorate Wales (CIW) Local Authority Performance Review April 2019 - March 2020

The code of practice for review of local authority social services in April 2019 outlines our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews
- outline our forward work programme

This letter summarises our review of Flintshire County Council's performance in carrying out its statutory social services functions from April 2019 – March 2020.

We acknowledge, that due to the unprecedented circumstances relating to COVID-19, that we were unable to complete the annual performance review meeting.

We believe that there remains significant benefits in identifying and drawing the attention of the local authority and its partners, to the areas of both strength and improvements required. The letter is intended to assist the local authority and its partners to continually improve.

It follows the four principles of the Social Services and Wellbeing (Wales) Act 2014 and our increasingly collaborative and strengths based approach to supporting improvement.

Arolygiaeth Gofal Cymru (AGC)
Swyddfa Llywodraeth Cymru
Sarn Mynach
Cyffordd Llandudno
LL31 9RZ
www.arolygiaethgofal.cymru

☎ 0300 790 0126
☎ 0872 437 7303
✉ CIW@gov.wales

Care Inspectorate Wales (CIW)
Welsh Government Office
Sarn Mynach
Llandudno Junction
LL31 9RZ
www.careinspectorate.wales

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 content of this letter is informed by the performance evaluation activity undertaken by the inspectorate during the course of the year. This activity included:

- meetings with senior managers June and December 2019
- focused activity in children's services in October 2019
- focused activity in adults services February 2020
- engagement activity with older adults
- review meeting - prevention and promotion of independence for older adults – November 2019
- assurance and risk assessment review – February 2020
- feedback /intelligence received
- review of performance information

During the course of the year we have been in discussions with you during all of the activity listed above and as such our annual performance letter content is an accurate reflection of our ongoing findings which we have consistently shared with you.

Summary of strengths and areas for improvement in line with principles of the Act 2014

Well-being

The local authority benefits from an experienced senior management team. Effective leadership is evident at all levels with a highly skilled, well qualified and supported workforce working towards a shared vision. There is a strong corporate and political support for both adult and children's service and a thorough and well developed understanding of strengths and current challenges.

During the year the local authority experienced challenges in securing appropriate placements able to meet the needs of some young people and it is of concern that children were placed in unregistered arrangements. However, the local authority demonstrated a focus on meeting the needs of the children and kept CIW informed of development throughout.

Senior managers are confident in developing a range of new projects and are using grant funding to create new models of care and support to improve outcomes for people. An example in children service is the work with regional partners to secure transformation funds to create a multi-disciplinary assessment and support Hub to facilitate placement reunification and long term placement planning. Whilst in adults service the local authority is actively looking at how to develop the local care sector and more latterly developed their micro-care enterprise.

People

Language is recognised as a key factor in building positive relationships and Welsh language use amongst local authority staff is a corporate commitment.

People in Flintshire are involved in service development, we heard how the Mockingbird and Development Project asked young people what they thought of the idea and what was

important to them to feature in the development. “I like that there are other foster carers that can support and listen” was a response from one young person. In respect of service development and embedded learning, the same project, used an analysis of disruption themes to help them shape the way in which support will be provided to children and carers.

In adults service the local authority and its partners continue to engage with local business and charities. Through such engagement, opportunities for people with a learning disability to be supported into paid work have been identified as well as new volunteer placements.

More people are managing their own care through the provision of direct payments allowing the person more control and flexibility with the care they receive. The local authority continues to look at creative and innovative ways of using direct payments and during our focused activity we heard of groups being awarded direct payment to enhance people’s independence and/ or involvement in community activities.

We consistently met with committed and dedicated professional staff. Discussions with staff, observations made, and case records evidenced staff’s understanding of the principles of the Act 2014, and their vigilance in ensuring that these are implemented in practice. Practitioners and managers told us they are happy and content working in Flintshire County Council.

We continue to monitor the implementation of Deprivation of Liberty Safeguards (DoLS) which has identified the local authority, in common with many others in Wales, is unable to assure itself that people’s human rights are not being breached by being deprived of their liberty unlawfully. Our joint national report on DoLS will be issued in due course.

Prevention

Senior Managers are aware that access to early intervention is key to mitigating the need for statutory services.

In children’s service there is a strong focus on early help and support to build resilience and help prevent a families problems escalating. We visited the multi-agency early help hub and saw an emphasis on helping parents to develop their own abilities, their coping mechanisms and strengths to identify and manage problems. We saw community based solutions supporting families and a focus on keeping families together in a safe, supportive and stable environment.

In adults services there is a focus on building and promoting people’s own strengths and resilience in line with the principles of the Act 2014. During the focused activity we saw examples enabling people to maintain and develop skills, achieving greater independence and responsibility. Individuals are given the opportunity to take risks safely and assistive technology is used effectively to support increased freedom and independence.

We saw a focus on enabling individuals to develop and maintain social relationships and be involved in their community. We met with members of the Dungeons and Dragon group, established to help people’s recovery from mental health. We heard how the group helped with their recovery and provided an opportunity to develop friendship, interest and a reason to interact.

In June 2019 we published our national report on our work about care experienced children and young people. The [report](#) is published on our website. Key findings highlight areas for improvement in respect of profile, sufficiency, practice, partnerships, stability, governance and corporate parenting. Many of the areas we identified for improvement continue to be considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we expect local authorities to be considering their own contribution to addressing these findings. We will monitor with interest the development of much needed commissioning and market position strategy to map future demand for services and help shape the market.

In December 2019 we wrote to all local authorities asking for information about the Public Accounts Committee report following their enquiry into care experienced children, specifically recommendation 5 concerning the effectiveness and frequency of end of placement reviews.

In Flintshire County Council there are procedures in place to respond effectively to placement breakdowns and to placements where there are escalating challenges and indications that a disruption is likely. The voice of the child remains central throughout the process. Recommendations are formulated within the pre-disruption meetings and distributed to the service area with responsibility for the child to ensure this informs future practice.

Partnerships

The local authority continue to be actively engaged in local and regional partnership working. They currently host the North Wales Learning Disability Strategy and jointly host the North Wales Integrated Autism Service with Betsi Cadwaladr University Health Board (BCUHB).

Flintshire County Council is aware of the fragility of the domiciliary care sector and are exploring different options to address market capacity. They recognise the importance of working in partnership with providers and have extended their successful Progress for Providers Programmes for Care Home to the domiciliary care sector. There is recognition that recruiting and retaining of care workers is a significant challenge facing all home care providers. In an effort to reduce the turnover of care workers Flintshire County Council have learnt from others and adopted an innovative approach to recruitment, aiming to maximise retention by more careful approaches to recruiting the right people with the right values. Care providers told us of their positive working relationship with the practitioners and managers. The focus on working in partnership and supporting providers by investing in training and development of care staff can only lead to better outcomes for people.

Project Search is an example of the local authority successfully working in partnership with HFT, Pennaf Housing Group, Coleg Cambria and others to establish an employment support programme for young people with a learning disability. During the focused activity we met with some of the young people and parents and heard how HFT is further developing partnership with public, private and voluntary sector organisation to create new work, education and leisure opportunities for people with a learning disability.

CIW Performance Review Plan for 2020-2021

Our scheduled thematic inspection programme for 2020-2021 focused on prevention and promoting independence for older people and for current children services thematic inspection the focus is on prevention, partnerships and experiences of disabled children. Due to the current emergency situation relating to COVID-19 we have paused the publication of our older people's report and paused all activity relating to the disabled children's review. We will advise you in due course when we envisage recommencing our inspections.

We hope to publish the older person national report in due course and want to take this opportunity to thank you for your local authority's contribution to this.

Due to the unforeseen circumstances we find ourselves in, we are currently reviewing and considering our work plan for the remainder of 2020-2021.

CIW worked together with HMI Constabulary (HMICFRS), HMI Probation, Healthcare Inspectorate Wales (HIW) and Estyn to develop a model of joint inspection of child protection arrangements in Wales (JICPA). This approach was piloted during the autumn of 2019. This was a fantastic example of new ways of working across Wales and a real drive towards collaboration and integration in public services.

We continue to work closely with Social Care Wales to support improvement in social care services.

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

We will publish the final version of this letter on our website.

Yours sincerely



Lou Bushell-Bauers
Head of Local Authority Inspection Team

Cc.
Audit Wales
HIW
Estyn

This page is intentionally left blank

Ein cyf / Our ref:

Dyddiad / Date: 13/11/2019

Dear Craig,

Care Inspectorate Wales (CIW) Focussed Activity

This letter summarises the findings of our focussed activity in Flintshire on the 9 & 10 of October 2019. The inspectors were Glenda Lloyd Evans, Senior Manager and Sian Roberts, Inspection Manager.

Overview

The focussed activity provided an opportunity to focus on information, advice and assistance and the experience of care experienced children focussing on the reviewing process in children's service.

Findings

Wellbeing.

- Children and parents can be confident the local authority is promoting the upbringing of the child by the child's family, in so far as doing so is consistent with the well-being of the child. "What matters" to children and their parents were captured in most of the cases we audited. We saw a focus on the outcomes children /parent want to achieve. In one case we noticed how the police officer had taken the "what matters" approach. This was clearly recorded in CID 16 and shared with the local authority.
- We saw evidence of compliance with statutory requirements in relation to how often children at risk and care experienced children are seen by social workers. The same was true in relation to the required frequency of statutory reviews.
- Concerns with regards to insufficient legal advice was shared with us. Whilst we did not see any evidence of this impacting on practice senior managers

Arolygiaeth Gofal Cymru (AGC)
Swyddfa Cyffordd Llandudno
Swyddfeydd Llywodraeth
Sarn Mynach
Cyffordd Llandudno
Conwy
LL31 9RZ
www.arolygiaethgofal.cymru

☎ 0300 790 0126
✉ ciw@gov.wales

Care Inspectorate Wales (CIW)
Llandudno Junction Office
Government Offices
Sarn Mynach
Llandudno Junction
Conwy
LL31 9RZ
www.careinspectorate.wales

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.

must consider the potential risk and ensure arrangements are in place to ensure practitioners /managers have access to legal advice in a timely manner.

People – voice and choice

- The voice of the child was central and we saw evidence in most cases of review records being written in appropriate language for children and young people. We did see some examples where the language was complex. The local authority will want to ensure records are consistently and appropriately written for children and young people.
- We saw evidence of good recording of the communication between independent reviewing officers and children. We heard of the efforts to make better use of technology as a means of communicating and engaging with children. However in one case the views of care home staff were recorded rather than the child. The service needs to ensure practitioners routinely record the efforts they've made to communicate with children and young people.
- We saw and heard of examples of children being actively encouraged to attend reviews. However in one of the cases we audited a child wasn't encouraged to attend the first or second review. The local authority must ensure itself that all reviews are arranged at a place and time when children/young people are able to attend.
- In most cases, children were being offered advocacy appropriately. However in one case where the child was expressing dissatisfaction at remaining in placement, it would have been better practice for advocacy to have been offered sooner.
- We saw good and consistent managerial oversight in cases. We heard of appropriate strategies for independent reviewing officers to escalate cases should this be required. There are processes in place to address areas of poor practice should this be recognised.
- We met with committed and dedicated staff who place children and families central to their work
- We were told that senior managers were very approachable. Flintshire was described as a "good place to work".
- Some practitioners told us supervision was inconsistent and how the practice of recording supervision had changed following the implementation of the new supervision policy. Practitioners said the electronic system didn't encourage discussions between supervisor and practitioner. Managers will need to ensure all practitioners are able and confident to access supervision notes.

Partnership

- We saw and heard how Flintshire Children's Service has worked with a range of key partners to develop and deliver preventative services. This has involved working with other department within local authority such as education and housing as well as other relevant partners.
- We saw evidence of staff who are co-located communicating well and working together to improve outcomes for children and families.
- Flintshire Children Service recognise the need and has been working towards strengthening their working relationship with Adult Mental Health Service. In the cases we audited we did not see evidence of the Early Help Hub engaging with colleagues in Adult Mental Health Service. This was true in a case where the Police specifically asked for the information in CID 16 to be shared with mental health service. This was with a view to an earlier intervention and avoid a further escalation which could impact further on the lives of the children in the family.
- We saw detailed recording of the information gathered, and the decisions made at the Early Help Hub multi-disciplinary meetings .The analysis was not routinely recorded and in some cases we were unable to gain an understanding of the rationale for the decision. The lack of recording could impact on future decision making and a practice issue managers should review.

Prevention

- In the Early Help Hub we saw an emphasis on helping parents to develop their own abilities, their coping mechanisms and strengths to identify and manage problems.
- We saw community based solutions supporting families and a focus on keeping families together in a safe, supportive and stable environment.

Areas for improvements

- Managers need to ensure themselves of the effectiveness of the implementation of the new supervision policy.
- Whilst the service continues to have ongoing discussions with Adult Mental Health, managers must ensure practitioners communicate on individual cases.
- Managers need to ensure the evidence of the analysis which informs decision making is recorded at the Early Help Hub multi-disciplinary meeting.

Methodology

- We reviewed a sample of case files to the Early Help Hub and a sample of referrals focussing on looked after children reviews.
- We spoke with staff from Early Help Hub and attended a multi-disciplinary team meeting.

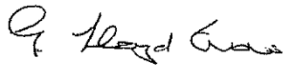
- Interviewed a group of practitioners, senior and team managers from children social work teams and a group of independent reviewing officers
- We gained feedback from LAC Health Nurse.

CIW will reflect the findings of this focused activity in our annual Local Authority Performance Review letter.

I would like to extend our thanks to all those who helped with the arrangements for this work and to staff who spoke with us.

Please see our Privacy Notice at <https://careinspectorate.wales/how-we-use-your-information>

Yours sincerely,



Glenda Lloyd Evans
Senior Manager – CIW Local Authority Inspection Team

Ms Susie Lunt
Senior Manager
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Ein cyf / Our ref: GLE / SL / FAct

Dyddiad / Date: 07/08/2020

Dear Susie,

Care Inspectorate Wales (CIW) Focused Activity

This letter summarises the findings of our focused activity in Flintshire on the 25 & 26 of February 2020. The inspectors were Glenda Lloyd Evans, Senior Manager and Sian Roberts, Inspection Manager.

Overview

The activity provided an opportunity to focus on Flintshire's progression journey. This included the work of the progression team, and an employment support programme for adults with learning disability. We also met with members of the Dungeon and Dragons Gaming Group, a support group supporting people recovery from mental health.

Findings

Wellbeing.

- Individual's well-being is central to the work within the progression model. We saw evidence that assessments and subsequent care and support planning focuses on people's strengths and capabilities, as well as barriers they face to achieve their

Arolygiaeth Gofal Cymru (AGC)
Swyddfa Cyffordd Llandudno
Swyddfeydd Llywodraeth
Sarn Mynach
Cyffordd Llandudno
Conwy
LL31 9RZ
www.arolygiaethgofal.cymru

☎ 0300 790 0126
✉ ciw@gov.wales

Care Inspectorate Wales (CIW)
Llandudno Junction Office
Government Offices
Sarn Mynach
Llandudno Junction
Conwy
LL31 9RZ
www.careinspectorate.wales

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.

personal outcomes. This in line with the requirements of the Social and Services Well-being (Wales) Act 2014.

- Staff working within the progression model actively identify and support individuals to be able to attend activities and social events of their choice and where possible, to do this independently. We heard of good practices of assisting individuals to be able to do this with support initially, but then of support being appropriately reduced in line with individual's wishes, as their confidence and independence skills increased.
- We saw evidence of people's independence promoted through different initiatives and communication strategies. For example, through transport training and the provision of individualised flash cards.
- We saw a practice of regular reviews and forward planning with individuals and their families provided with information and advice to assist them to reach a decision.

People – voice and control

- We saw evidence in case recordings, both within assessments and statutory reviews, of individuals' wishes and feelings being actively sought by practitioners, and subsequent interventions remaining focused on individual's voice and choice.
- People benefit from both formal and informal advocacy. We saw in case files and heard from family members, how they are actively encouraged by practitioners to support and advocate on behalf of individuals. One individual benefitted from his mother being an informal advocate and assisting him to weigh up different options in relation to continued education or an opportunity through Project Search.
- We saw creative use of direct payment to enhance people's independence and/ or involvement in community activities. We heard of direct payment awarded to groups and how the payment offers the security the group requires to enable it to establish, grow and continue to support the recovery of people from a mental illness.
- We met committed and professional staff. Discussions with staff, observations made, and case records evidenced staff's understanding of the principles of the Social Services and Well-being Act (Wales) 2014, and their vigilance in ensuring that these are implemented in practice. Staff told us that they are very happy and content working in Flintshire.

Partnership

- Care Providers told us of their positive working relationship with practitioners and managers in Flintshire. We heard how they worked together to develop “A Shared Approach to Positive Risk Taking”. There was recognition of individual’s right to make informed decisions and of families being supported by practitioners to understand positive risk taking and its potential benefits before a decision is made.
- We heard how changes to care and support plans to further develop individual’s independence is informed by risk assessments and were told that changes to such documents are kept within an individual’s home. We would recommend that there is reference to such documentation in case records kept directly by the local authority.
- Flintshire is working in partnership with Clwyd Alyn, Coleg Cambria and HFT to help young people with learning disability to secure employment. We heard how a business event was arranged on Deeside Park to raise awareness among local businesses of the opportunities they have to offer mentoring opportunities, work placements or even work to the young people.

Prevention

- We saw a focus on developing and maintaining skills that enabled people to achieve greater independence and responsibility. Individuals are given the opportunity to take risks safely and assistive technology is used effectively to support greater freedom and independence.
- We met with members of the Dungeons and Dragon Group; a group started by a mental health support worker. Members told us how the group helped with their recovery, provided an opportunity to develop friendship, interest and a reason to interact. Evidence of the local authority’s focus on enabling the individuals to develop and maintain social relationships and be involved in their community.

Areas for improvements

- Ensure there is a record of the risk assessments and decisions on local authority’s case records.

Methodology

- We reviewed a sample of 6 case files open to the progression team specifically.
- We spoke with staff from the progression team, individuals currently supported by the progression team, external providers, parents, and a commissioning manager.
- We observed and spoke with young people upon their return from work placements for a debrief session with members of the Project Search Team.

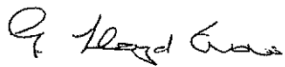
- We spoke with 5 members of the Dungeons & Dragons Gaming Group.

CIW will reflect the findings of this focused activity in our annual Local Authority Performance Review letter.

I would like to extend our thanks to all those who helped with the arrangements for this work and to staff who spoke with us.

Please see our Privacy Notice at <https://careinspectorate.wales/how-we-use-your-information>

Yours sincerely,



Glenda Lloyd Evans
Senior Manager – CIW Local Authority Inspection