

APPENDIX 2

Priority: Living Well
Sub-Priority: Independent Living
Impact: Improving people's quality of life

What we said we would do in 2014/15: -

1. Maintain the success of the reablement / recovery approach, engaging in regional working for the further roll out of telecare / telehealth and improve the timeliness of adaptations.

Progress Status	Progress RAG	A	Outcome RAG	G
<p>Progress RAG remains amber due to timeliness of DFGs, which although improving, requires further work.</p> <p><u>Reablement/Recovery</u> 52% of people who completed a period of reablement in the Quarter required no further domiciliary support. A further 25% required a reduced or maintained support package. The Reablement team have completed 905 referrals between April and December.</p> <p><u>Telecare</u> Learning from the successful pilot of multi-room sensors, which has reduced the need for waking night support, is now being applied to other service areas. New technology is becoming available all the time, and our strategy is to continue to trial small items to determine their effectiveness in reducing support and promoting independence.</p> <p><u>Adaptations</u> The measures below (PSR/009a and PSR/009b) are the national indicators for the timeliness of the delivery of major adaptations which go through the Disabled Facilities Grant (DFG) process. This applies to adaptations in owner/occupier and private rented dwellings only. In Quarter 3, 24 adaptations for adults were completed through the DFG process, in an average of 297 days.</p> <p>Major adaptations completed in local authority dwellings, which do not go through the DFG process, are being completed in an average of 206 days. There are three key differences between the process for DFG's and the process for local authority property adaptations which can impact on the timescales. Firstly, the DFG process involves a means test where applicants have to evidence their finances. There is</p>				

also the tendering and appointment of a contractor, whereas adaptations in local authority properties do not require this. Finally in owner occupied properties there is the need to establish ownership of the property through the land registry and seek the permission of the mortgagor (if appropriate) for work to take place.

None of the 3 processes described are required for LA adaptations and contribute to the ability to deliver the service more quickly. However, our aspiration is to reduce the timescale of DFG provision to nearer that for local Authority properties. Housing have access to a monitoring report which highlights cases which have been open for more than 200 days, and includes the time spent in Housing. All long cases are scrutinised by the Service Manager. The timescales this year have been impacted by the long term absence of the Cost Control Officer, who has now left the organisation. A planned restructure of Housing Regeneration & Strategy will address this issue.

No DFG adaptations were completed for children in Quarter 3.

115 minor adaptations (under £1,000) were completed in Quarter 3. However, 64 of these were progressed through Care & Repair utilising the Intermediate Care Fund, and data on timescales for these adaptations is not available.

Achievements will be measured through

- Extended local use of telecare / telehealth technologies consistent with regional plans
- Exceed the all Wales average for adaptations
- Meet local improvement targets for reablement

Achievement Milestones for strategy and action plans:

- Extended local use of telecare / telehealth technologies consistent with regional plans by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn Q3	Performance RAG	Outcome Performance Predictive RAG
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	Chief Officer – Social Services	257 days	257 days	231 days	N/A	N/A	A
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		247 days	247 days	231 days	$\frac{7117}{24}$ 297 days	A	A
SCAM2L - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.		77%	71 – 75%	80%	$\frac{252}{326}$ 77.3%	G	G

Risk to be managed – Service user/ family resistance to using new technologies e.g. telecare.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Regional guidance has been produced on the use of certain pieces of equipment. Successful completion and evaluation of multi-room censor pilot has been achieved.	L	L	G	All actions have been completed.	Chief Officer – Social Services	↔	L	L	G	Jun '14

Risk to be managed – Ensuring we have enough capital funding for disabled facilities grants alongside other competing demands for capital resources

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>DFG's are prioritised within the Private Sector Housing Regeneration & Strategy Capital programme to ensure that demand can be met.</p> <p>The Housing Regeneration & Strategy Service has brought in an additional Building Surveyor in order to reduce timescales.</p>	M	M	A	<p>The Housing Regeneration & Strategy Service is in the process of a restructure which will build additional capacity to help further improve DFG performance. A vacant post is also in the process of being recruited to.</p> <p>The Council's move to a reablement model also appears to have had a positive on the number of referrals for major adaptations. However, this will need to be closely monitored to assess whether this process is simply delaying the need for a major adaptation, or whether this will be an ongoing trend.</p>	Chief Officer – Community & Enterprise	↔	L	L	G	Mar 2015

2. Implement a series of actions to support greater independence for individuals with a frailty and/or disability including completion of rightsizing exercises for all supported living projects provided and commissioned. Implement a night support service.

Progress Status	Progress RAG	Outcome RAG
-----------------	--------------	-------------

<p><u>Rightsizing</u> Right sizing has progressed to 85% (19 of 22) of the local authority Supported Living houses continuing to focus on the quality of life for the service user and structure of the care package provided. 60% (3 of 5) of the houses provided by Health have also been right sized and the roll out to the independent sector will commence once all of the above are completed. Care Plan Reviews are underway for those people where right sizing took place in the first tranche to ascertain the impact this has made.</p> <p><u>Night Support Service</u> Work on developing the Night Support Service is continuing; the details of the pilot are being negotiated with the provider. The model and process have been developed and the responders job description and skill requirement agreed. Care Provider recruitment has commenced and options for the responder base and call centre service have been confirmed. Alongside this development, work continues through the Project Board to ensure that this service is affordable and sustainable, with a view to rolling the preferred model out across Flintshire.</p>	G	G
---	---	---

<p>Achievements will be measured through:</p> <ul style="list-style-type: none"> ○ Improved quality of life for service users with a disability ○ Reduction in care hours in supported living ○ Reduction in one to one care needed in supported living

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn Q3	Performance RAG	Outcome Performance Predictive RAG
Number of minor adaptations (under £1000) completed for service users with a disability. (Year to date)	Chief Officer – Social Services	377 *	TBC	TBC	505	N/A	N/A
Number of people receiving Direct Payments / Citizen Directed Support on last day of period.		302	320	350	388	G	G
Maintain the percentage of clients who are supported in the community in the top quartile for Wales. (SCA/020)		86%	90%	90%	84%	A	G

**Note: Baseline data for measure 1 is based on minor adaptations (under £500) in private dwellings – we are collecting data on all minors under £1,000 from 01/04/2014. Targets to be agreed based on Q2 data in October 2014.*

Risk to be managed – Keeping up with specialist demand such as the specific residential needs of those with dementia.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Development of a joint action plan with Health to develop an integrated and coherent approach to support people with dementia.</p> <p>Development of a regional specification for enhanced dementia care in residential and nursing care homes.</p> <p>Reassignment of ordinary nursing beds in Independent Sector provision to provide specialist dementia care, and new models of support.</p>	M	M	A	Development of dementia provision within 2 new Extra Care developments.	Chief Officer – Social Services	↔	L	L	G	Apr 2016

3. Use a whole family approach by implementing the Integrated Family Support Service

Progress Status	Progress RAG	G	Outcome RAG	G
-----------------	--------------	---	-------------	---

There have been five new Flintshire families referred to IFFS this quarter, resulting in a total of 14 referrals over a 9 month period. The IFFS team are currently working with 12 families, in various phases of the programme. This represents a full caseload for the team, because of the intensive nature of the work across two local authorities.

The CSW/Operational Manager attended the Wales Accord on the Sharing of Personal Information training in November which has enabled the PISP to progress to the Quality Assurance stage.

IFSS carry out intensive work with a small number of families and it can be difficult to illustrate the positive impact of the service when viewed against the full caseload of the wider children's services. The CSW/Op Manager has started some data collection and analysis on the first 3 years of operations. The findings from this analysis may be used in a Wales wide piece of research of the service which the WG are considering bids for at the present time.

Achievements will be measured through:

- Number of families receiving a service: 12 families
- Average "distance travelled" score at 12 month review
- Maintain level of repeat referrals to Children's Social Services
- Alignment of Flintshire's policies and procedures with those of Wrexham

Achievement Milestones for strategy and action plans:

- Alignment of Flintshire's policies and procedures with those of Wrexham by December 2014 – Achieved.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn Q1 & Q2	Performance RAG	Outcome Performance Predictive RAG
Number of families referred to IFSS (Flintshire County Council only)	Chief Officer – Social Services	13	Maintain 13	Maintain 13	14	G	G
Average “distance travelled” score at 12 month review		1.4	Maintain 1.4	TBC	Report March 2015	N/A	N/A
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%	13.9% (Q2 data)	G	G

4. Examine the Children's Services structure with a view to remodelling the teams to create capacity to do more preventative work.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

The new operating model for the senior management arrangements for Children's Services has been agreed. Lead management arrangements for Resources and Early Years are in place. An appointment has been made for the Safeguarding and Children's lead, and the appointee will be joining the Authority in the New Year. Once all appointments are in place, a review of operating arrangements for other tiers will be undertaken.

Achievements will be measured through:

- Implementation of the new model by March 2015
- Maintain level of repeat referrals to Children's Social Services

Achievement Milestones for strategy and action plans:

- Implementation of the new model by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
SCC/016 - The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	Chief Officer – Social Services	53%	82%	100%	77.8% (Q2 data)	A	G
SCC/010a – The percentage of referrals that are re-referrals within 12 months		13%	Below 15%	Below 15%	13.9% (Q2 data)	G	G

5. Prevent homelessness for people who are:

- alcohol and drug dependent; and /or
- victims of domestic violence; and/or
- ex-offenders; and/or
- young people including care leavers

Progress Status	Progress RAG	G	Outcome RAG	G
<p>The Housing Act 2014 (Wales), which will be implemented in April 2015, places additional statutory homelessness duties upon Flintshire County Council. The main duty is to assist anyone (not only applicants with a priority need) who approach the authority as homeless or threatened with homelessness within the next 56 days. In advance of the new statutory duty coming into force, Flintshire County Council decided to pilot the delivery of an enhanced homelessness prevention service in order to identify best practice models. The outcomes from the pilot will enable the efficient delivery of a Housing Solutions Service from April 2015 and ensure the authority's new statutory homelessness duties are undertaken as cost effectively as possible.</p>				
<p>Achievements will be measured through:</p> <ul style="list-style-type: none"> ▪ Homeless prevention for at least 6 months for people who are: <ul style="list-style-type: none"> ○ alcohol and drug dependent, ○ victims of domestic abuse, ○ ex-offenders; ○ young people including care leavers ▪ Monitoring the success of the 6 month pilot being introduced to trial measures proposed in the Housing Bill to strengthen homeless prevention 				
<p>Achievement Milestones for strategy and action plans:</p> <p>The outcomes of the evaluation of the pilot has identified the appropriate resources that will be needed to be put in place from April 2015 in readiness for the new statutory homeless duties within the Housing Act (Wales) 2015</p>				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%	N/A (annual measure)	G	G
Homeless prevention for at least 6 months for people who are victims of domestic abuse.		During 2014/15 changes to recording and reporting of data will be made to systems to create a baseline for these indicators in 2014/15 so that target setting can take place for 2015/16.			N/A	N/A	N/A
Homeless prevention for at least 6 months for people who are ex-offenders.					N/A	N/A	N/A
Homeless prevention for at least 6 months for people who are young people including care leavers					N/A	N/A	N/A

6. Carry out a major review of the Transition Service and implement findings.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

There is one primary action outstanding from the Transition review, which is to provide young people and families with an information pack that involves every agency, to provide service users with a single pathway through transition. The development of the pack has been delayed as a result of the long-term absence of a manager in the service, which has now been resolved. Consideration is now being given to alternative arrangements for the delivery of the guide.

The date of the next service user evaluation event will be agreed once the new manager is in post. The impact of this may be that the feedback from service users may not be available until after March 2015.

Achievements will be measured through:

- Effective transition pathway as demonstrated through the annual evaluation.

Achievement Milestones for strategy and action plans:

- Collection of feedback from service users by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of people receiving Direct Payments / Citizen Directed Support.	Chief Officer – Social Services	302	320	350	388	G	G

Risk to be managed – How we encourage service users and carers to embrace greater independence

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Implement Action Plan from Transition Review. Resolve long-term absence issue – completed.	M	M	A	The primary outstanding action resulting from the review is to provide young people and families with an information pack that involves every agency, to provide service users with a single pathway through transition. This has been delayed due to capacity, and consideration is now being given to alternative arrangements for the delivery of the guide.	Chief Officer – Social Services	↓	L	L	G	Jun '15

Independent Living: Risk to be managed – Managing demand and expectations with limited resources.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Regular performance and activity data is produced to continually monitor and project service demand.</p> <p>The “what matters?” conversation and the core data set have been implemented in localities and training is being rolled out to practitioners.</p> <p>We are in the process of reviewing our funding arrangements with the voluntary sector to help us ensure that we target resources in ways that enables the voluntary sector to provide early support to people and reduce/delay the</p>	M	M	A	<p>Regional approach to Integrated Assessment to ensure consistency.</p> <p>The Business Plan for 2016/17 has been completed, and includes a plan for delivering efficiencies and managing and responding to demand.</p> <p>Development of a Commissioning Strategy for Disabled People to help best meet demand in 2015/2016</p> <p>Implementation of the SPoA in 2015/2016</p> <p>Launch of remodelled website in April 2015.</p>	Chief Officer – Social Services	↓	L	L	G	2017

[illegible]