

# Appendix 1 - Quarter 2 Improvement Plan Progress Monitoring Report – Living Well



Flintshire County Council



## Actions

### 1 Housing

#### 1.1 Improving the choice and quality of local housing

##### 1.1.1 Appropriate and Affordable Homes



KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP1.1.2M06 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	471	316	319.5	 AMBER	↑	316	433	 RED
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Gavin Griffith - Housing Regeneration &amp; Strategy Manager  <b>Aspirational Target:</b> 223.00  <b>Progress Comment:</b> There have been two completions of adaptations for children in this quarter. These were particularly complex cases and as with many cases of this type, child development is difficult to predict.</p>								



KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP1.1.2M07 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	303.84	274	258.62	 GREEN	↑	274	274.56	 AMBER
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Gavin Griffith - Housing Regeneration &amp; Strategy Manager  <b>Aspirational Target:</b> 204.00  <b>Progress Comment:</b> This represents 13 completions in the quarter across 3362 days.</p>								

## 2 Living Well

### 2.1 Enabling more people to live independently and well at home

#### 2.1.1 Independent Living

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>1. Delivering the Dementia Awareness training to all care homes by September 2015 - We have delivered 5 initiatives through the dementia awareness programme and can report the following progress:            Voucher Scheme- Session in Music/Happy Time Activities completed by providers for EMI Care Homes            Training for Care Staff- All training and Follow up session completed in Dance Circles/ Dementia Gardening.            Equipment loans and delivery support- On going access to resources and 'Never Ending Story' with both resources and delivery support booked till January 16            Memory Cafes - 5 Memory Cafes established in Mold, Holywell, Mostyn, Flint and Buckley. With Care Homes attending and invited to every cafe.            Sustainability Event of above services arranged for November 15 with all EMI Care Homes</p> <p>2. Evaluating the impact (including satisfaction levels) of the pilot project being undertaken with Age Concern 'Listening Friends' by March 2016 -The project is being delivered by Age Connects North East Wales using a pool of existing volunteers. Training is on-going and volunteers are starting to set up regular visits to homes. Their progress will be reported through the Quality Circle.</p> <p>3. Improving the quality of care through implementing pre-placement agreements for all care homes by May 2015 - Pre placement agreements have been sent to all care homes in Wales who have a Flintshire funded placement. the agreed start date was 1.6.15.            We have received a challenge against the pre placement agreement from a home owner in Wrexham, following legal advice we have extended the date for return to 30.09.15 However approximately 80% of contracts have been returned signed</p> <p>09/10/15 Challenge from provider in Wrexham is still on-going and the region have sought legal advice, a decision is to be made about making small amendments to 2 clauses</p> <p>Last Updated: 05-Nov-2015</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability.	Susie Lunt - Integrated Services Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The baseline for the existing access routes for obtaining information, advice and access to community services has been completed and there is recognition for the benefit of introducing a Single Point of Access for citizens and professionals alike. We are progressing our action plan in readiness for the implementation of the Single Point of Access and our duties under the Social Services and Wellbeing Act, as follows:

1. Adoption of outcome focused and person centred 'front door' approach to assessment.
2. Review of working practices to reflect the new approach and documentation.
3. Roll out of training and support programme to support staff to confidently offering information, advice and assistance.
4. Supporting the population of the new DEWIS Directory of Services (DoS).

In terms of the SPOA position, the above actions remain in place and are on-going.

BCUHB have appointed to the area director post and strategic discussions should provide a clearer indication of when BCUHB are likely to deploy resources to SPOA.



Dewis had had a soft launch across North Wales.

A Flintshire information network is established, they will lead and oversee the continued population of information.

The pilot of the night support service is underway and monitoring has taken place.

A review of the pilot has been undertaken as part of phase 1. Phase 2 will seek to establish the business benefits, e.g. cost effective, sustainable with flexible service model, dependent on the development agreements funding.

Last Updated: 06-Nov-2015



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Strengthen and enhance prevention and early intervention services for vulnerable children and families.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



A new structure for Children's Services has been developed and is currently out for consultation with all staff. The proposed structure responds to the key recommendations identified within the CSSIW Inspection Report. Included within this is the establishment of a targeted support team that will bring together and coordinate a range of early intervention services.

Last Updated: 05-Nov-2015

## 2.1.2 Integrated Community Social and Health Services



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Continue integrating community based health and social care teams to provide consistent service across localities.	Christine Duffy - Localities Manager	In Progress	01-Apr-2015	31-Mar-2016	33.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> Awaiting response from Health colleagues re organisation of community services.</p> <p>Last Updated: 05-Nov-2015</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Review of the Carer's Strategy to redefine the priorities for the next 5 years by September 2015 - Consultation events with Voluntary organisations held March to July 2015. Wider consultation with all Flintshire Carers arranged for September 2015. Notification to Providers to end current contract and develop new contracts from April 2016.</p> <p>Last Updated: 29-Oct-2015</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.	Craig Macleod - Development & Resources Manager	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> All projects are live with governance arrangements in place to assess and evaluate performance. Joint 'East Division' planning sessions have taken place with Health, GP's and Wrexham LA to set an agreed vision for services in the area, including how ICF funding can be effectively deployed in future years. This work will inform funding priorities for 2016/17 onwards as part of a strategic approach to bringing together services to support people in the community with effective interfaces with hospitals.</p> <p>Detailed quarterly performance reports incorporating quantitative performance data as well as case studies are produced and submitted to Welsh Government.</p> <p>Last Updated: 30-Oct-2015</p>							

## 2.2 Ensuring adults, young people and children are safeguarded

### 2.2.1 Safeguarding

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Create a single Safeguarding Unit to manage safeguarding and protection processes for adults, young people and children.	Vicky Allen - Safeguarding Services Manager	Completed	01-Apr-2015	31-Mar-2016	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> There is now an established Safeguarding Unit operational that covers both the adults and children's safeguarding processes and functions. The Unit is located in the Flint offices and has close contact with operational services in both Adults and Children's. Consideration is currently being given to the appointment of a dedicated Safeguarding Unit manager</p> <p>Last Updated: 13-Nov-2015</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Prepare for the new and additional safeguarding requirements of the SSWB Act.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Upon receipt of the new legislation for safeguarding contained within the Social Services &amp; Wellbeing Act (Wales), the North Wales Safeguarding Board and its associated groups will plan full implementation of the new requirements. The corporate safeguarding panel which is scheduled to commence in early December will have preparation for the Act as a primary priority.</p> <p>Last Updated: 05-Nov-2015</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Vicky Allen - Safeguarding Services Manager	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> Named safeguarding leads have been identified by each Chief Officer and the first meeting of the Corporate Safeguarding Panel will take place in December and will commence the establishment of these roles. A self-assessment will be completed against the recent Auditor General for Wales' 'Review of Corporate Safeguarding Arrangements in Welsh Councils' and presented to the appropriate Scrutiny Committee.</p> <p>Last Updated: 05-Nov-2015</p>							



## Performance Indicators

### 2 Living Well



KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.1M01 (SCAL/025) Percentage of Flintshire care homes using the One Page Profile as the foundation to person-centred practice	N/A	Not Set	100		↔	Not Set	100	
<p><b>Lead Officer:</b> Lin Hawtin - Commissioning Manager  <b>Reporting Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> All 16 homes on the Person Centred Care programme are using the One Page Profile.</p>								

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	N/A	3	0	 GREEN	↑	3	0	 GREEN
<p><b>Lead Officer:</b> Lin Hawtin - Commissioning Manager  <b>Reporting Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Two nursing homes remain a 'Service of Concern' with CSSIW, progress is being monitored through the Joint Inter-agency Monitoring Panel</p>								

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	N/A	2	0	 GREEN	↑	2	0	 GREEN
<p><b>Lead Officer:</b> Lin Hawtin - Commissioning Manager  <b>Reporting Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The two homes reported in quarter one have been stepped down from Escalating Concern conditions and are being monitored.</p>								



KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.1M04 (SCAL/023) - Percentage of referrals where support was maintained or reduced or no further support was required at the end of a period of Reablement.	78.31	75	87.44	 GREEN	↑	75	84.73	 GREEN



**Lead Officer:** Christine Duffy - Localities Manager  
**Reporting Officer:** Joanne Caffrey - Performance Officer  
**Aspirational Target:**  
**Progress Comment:**



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



**Lead Officer:** Gail Bennett - Early Intervention Services Manager  
**Reporting Officer:** Peter Wynne - Information Service Manager  
**Aspirational Target:**  
**Progress Comment:** During Q2, 536 tailored packages of information were provided to customers. Of these, 176 were sent a customer survey form and 49 responses were received, equivalent to 28%, of which 100% confirmed that they were able to make an informed decision about childcare and / or family support services from the advice and / or assistance received from the service. The FISF Service is planned to relocate to the Flint Office in December to increase partnership working between Social Services for Children, Housing and Adults with Learning Disabilities.





KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.2M06 (SCAL/030) Support people effectively through the use of 'step up and step down' beds	N/A	22.5	33	 GREEN	↑	45	62	 GREEN
<p><b>Lead Officer:</b> Christine Duffy - Localities Manager  <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services  <b>Aspirational Target:</b>  <b>Progress Comment:</b> A further 33 people were admitted between July and September</p>								

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.2M07 (SCAL/026) The number of care homes in Flintshire signed up to the Six Steps to Success.	N/A	Not Set	16		↓	0	27	
<p><b>Lead Officer:</b> Lin Hawtin - Commissioning Manager  <b>Reporting Officer:</b> Nicki Kenealy - Contracts Team Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> 10 homes have successfully completed the programme. We are now in a position to offer the programme to the remaining homes in Flintshire.</p>								



KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.2M08 (SCA/018c) - The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service.	77.69	82	99.86	 GREEN	↑	82	99.86	 GREEN
<p><b>Lead Officer:</b> Lin Hawtin - Commissioning Manager  <b>Reporting Officer:</b> Joanne Caffrey - Performance Officer  <b>Aspirational Target:</b> 82.00  <b>Progress Comment:</b></p>								

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.2M09 (SCAL/029) Dementia Respect Empathy and Dignity (RED) project within GP surgeries	N/A	12.5	8	 AMBER	↔	25	16	 AMBER



**Lead Officer:** Lin Hawtin - Commissioning Manager  
**Reporting Officer:** Luke Pickering-Jones - Planning Officer  
**Aspirational Target:**  
**Progress Comment:** 2 GP Surgeries signed up in Flintshire via Alzheimer's Society  
Average of 13 people in 6 months accessed the service  
Average of 7 people in 6 months signposted to other organisation  
Alzheimers Society Leaflets provided to all individuals accessing the service  
Average of 7 volunteers recruited

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.1.2M10 (SCA/001) – The rate of delayed transfers of care for social care reasons.	0.82	2	0.98	 GREEN	↓	2	2.13	 AMBER



**Lead Officer:** Christine Duffy - Localities Manager  
**Reporting Officer:** Joanne Caffrey - Performance Officer  
**Aspirational Target:** 2.00  
**Progress Comment:** Some delays have been due to issues with securing appropriate housing for patients being discharged from Mental Health Facilities. All delays are scrutinized by both Health and Social Care to agree timely solutions to any blockages in care.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.2.1M11 (SCA/019) The percentage of adult protection referrals where the risk was managed.	100	98	100	 GREEN	↔	98	100	 GREEN

**Lead Officer:** Vicky Allen - Safeguarding Services Manager  
**Reporting Officer:** Joanne Caffrey - Performance Officer  
**Aspirational Target:** 100.00  
**Progress Comment:**

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.2.1M12 (SCC/014) – The percentage of initial child protection conferences held within 15 days of the strategy discussion.	92.86	95	98.21	 GREEN	↑	95	88.7	 AMBER

**Lead Officer:** Vicky Allen - Safeguarding Services Manager  
**Reporting Officer:** Laura D'Arcy - Performance Officer  
**Aspirational Target:** 98.00  
**Progress Comment:** Due to the unusually high numbers of requests for conference in the quarter (more than double), some conferences were unavoidably held outside timescales to ensure quoracy, but were held on the first available appointment.

KPI Title	Pre. EOY Actual	Period Target	Period Actual	Perf. RAG	Performance Indicator Trend	YTD Target	YTD Actual	YTD RAG
IP2.2.1M13 (SCC/034) – The percentage of child protection reviews completed within timescales.	96.19	98	100	 GREEN	↑	98	99.13	 GREEN

**Lead Officer:** Vicky Allen - Safeguarding Services Manager  
**Reporting Officer:** Laura D'Arcy - Performance Officer  
**Aspirational Target:** 100.00  
**Progress Comment:**

# RISKS

## 2 Living Well

### Strategic Risk

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Criticism from Regulator	Neil Ayling - Chief Officer - Social Services	Vicky Allen - Safeguarding Services Manager		Yellow	Yellow	↔	Open

**Progress Comment:**

Until we receive the final regulations and code of practice it is difficult to identify the requirements and reach a judgement as to whether these can/will be met.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adults, young people and children are not sufficiently safeguarded.	Criticism from regulator Negative impact on reputation of Council	Neil Ayling - Chief Officer - Social Services	Vicky Allen - Safeguarding Services Manager	Establish wider ownership and governance of safeguarding across the authority whilst streamlining its management	Yellow	Yellow	↔	Open

**Progress Comment:**

Lead Officers for Safeguarding have been appointed and their work programme will be agreed at the first Corporate Safeguarding Panel in December. Quarter 2 performance has shown improvement.




RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Increasing demand on statutory services.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Integrated Services Manager	Regular performance and activity data is produced to	Amber	Yellow	↓	Open

				<p>continually monitor and project service demand.</p> <p>Roll out of Integrated Assessment - Action Plan</p> <p>"Preparing for the new Act"</p> <p>Review of our funding arrangements with the voluntary sector to help us ensure that we target resources in ways that enables the voluntary sector to provide early support to people and reduce/delay the need for statutory intervention.</p> <p>Launch of remodelled website with a clear message about accessing universal and community networks for support.</p>				
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**Progress Comment:**




We continue to collect and use robust data to monitor and project service demand. Co-production of new services with the voluntary sector to meet future demands for early intervention has been completed. A new service specification with the voluntary sector is being developed, to go out to the market in Spring 2016.

Training for practitioners and support staff to introduce new ways of working in line with the Act has been commissioned and is being rolled out over the next 6 to 9 months.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Negative impact on reputation of the Council.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Contract monitoring in place Good relationship with CSSIW Good relationships with providers				Open

**Progress Comment:**

Both nursing homes previously in escalating concerns have had the embargos lifted. We are working closely with CSSIW to monitor the quality of provision and the evidence that intended improvements are being delivered. The level of risk remains the same.




RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and Council does not transfer smoothly; e.g. CHC, ICF, Primary Care funds	Increased costs to the Council	Neil Ayling - Chief Officer - Social Services	Craig Macleod - Development & Resources Manager	Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.				Open

**Progress Comment:**




Joint regional discussions have taken place on how we ensure effective CHC working between Health and social care. Training has been undertaken in adult services and a working group has been established for children's services to ensure closer alignment and joint approaches. The group will report in December 2016. There are a small number of high cost packages of care that remain in CHC dispute processes. We continue to try and secure agreement on these cases with BCU but, despite effort, they remain unresolved. This creates financial risks for the authority.

ICF funding has been agreed and all projects are operational with quarterly reporting schedules established.

An indicative Primary Care Funding allocation has been given to BCUHB who have aligned funding at a high level with further detail to be developed. Dialogue and involvement of local authorities in this process has been limited but BCUHB have indicated a firm intention to ensure there is a shared approach going forward. This remains a risk area for FCC.


RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.		Neil Ayling - Chief Officer - Social Services	Gail Bennett - Early Intervention Services Manager					Open

**Progress Comment:** Updates are provided annually for risks assessed as 'green / insignificant'.

RISK TITLE	POTENTIAL EFFECT	LEAD OFFICER	SUPPORTING OFFICERS	MANAGEMENT CONTROLS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated / integrated.	Ineffective joint services	Neil Ayling - Chief Officer - Social Services	Craig Macleod - Development & Resources Manager	Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.				Open

**Progress Comment:**

There is an established Integrated Services Board (ISB) which provides governance for integrated services between BCUHB and local authorities. The Memorandum of Understanding between the partners was refreshed in quarter 1 to underpin the work of the ISB and the associated commitment to integrated and co-ordinated service delivery. BCUHB are in the process of implementing their revised operating structure which has a greater focus on locality working and primary/community services. The structure is still being established and the strategic intention behind the new structure will need to translate into consistent organisational practice and approach.



Integrated working through the Intermediate Care Fund (ICF) continues to be effective as well as working relationships between practitioners. Positive meetings have taken place with the Area Director for East Division with acknowledgement of the need for closer, more integrated working.

There has been a degree of challenge in ensuring that local authorities are able to contribute as an effective partner to work BCU have undertaken in developing a model of primary care as well as devising their mental health strategy. BCU assure us that the concerns that have been expressed are being listened to and they remain committed to working together at a strategic and operational