

## SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 21 January 2016
<b>Report Subject</b>	CSSIW Annual Performance Report 2014/15
<b>Cabinet Member</b>	Cabinet Member, Social Services
<b>Report Author</b>	Chief Officer, Social Services
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Care and Social Services Inspectorate for Wales (CSSIW) have produced their annual report for Flintshire Social Services. The report relates to performance in 2014/2015. In their report CSSIW provide their assessment of:

1. progress in delivering areas identified as requiring improvement in 2014/15
2. achievements delivered in 2014/15
3. areas for improvement for 2015/16

Positively the areas for improvement are already known to us and we have arrangements in place to address them. The improvements will be addressed through the delivery of the action plan we developed in response to the CSSIW inspection of Children's services, and the actions we identified in our annual report for 2015/16.

Within their report CSSIW have identified specific risks for the authority. One of the risks relates to the translation of strategic planning with BCUHB into operational delivery. Ensuring the commitment of BCUHB is realised through the delivery of joint initiatives, and the strengthening of service integration, remains an area for continued scrutiny and assurance.

As part of their evaluation CSSIW identify that the areas they will follow up over the next year are:

1. community mental health service arrangements
2. access, assessment and care management arrangements in children's services
3. arrangements for Adult Safeguarding

## RECOMMENDATIONS

1	Members review and consider CSSIW's evaluation of performance for 2014/15 and areas for improvement (Appendix A )
2	Members scrutinise the authority's response to areas that have been identified for improvement (Appendix B)
3	Members identify any specific areas of improvement that they would like to include for performance review/scrutiny as part of their forward work programme

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CONTENT OF THE REPORT</b>
1.01	CSSIW produce an annual report for every local authority in Wales identifying areas of progress and areas for future improvement.
1.02	Flintshire's annual report for 2014/15 is based on a performance evaluation by CSSIW which draws on: <ol style="list-style-type: none"><li>1. the 2014/15 annual report of the Chief Officer for Social Services</li><li>2. the CSSIW inspection of children's services in spring 2015</li><li>3. the CSSIW inspection of fostering services in early 2015</li><li>4. attendance at a range of multi-agency meetings leading to an assessment of how well adults at risk are safeguarded</li><li>5. CSSIW meetings with council senior managers to review performance and progress against key areas for improvement</li><li>6. attendance at council scrutiny committee meetings</li></ol>
1.03	CSSIW annual report for Flintshire's performance in 2014/2015 is presented in Appendix A. The report is closely aligned to the findings of the CSSIW inspection of Children's services in Flintshire.
1.04	In summary the CSSIW evaluation confirms that the Council is realistic about the risks posed by increasing demand, meeting greater complexity of need and growing budgetary pressures.
1.05	The report identifies that the Council: <ol style="list-style-type: none"><li>1. has developed a number of new service models as part of a strategic transformation programme that is increasingly focused upon the goal of creating an integrated preventative system for care</li><li>2. is developing improved access arrangements</li><li>3. is investing in smarter commissioning</li><li>4. is forging stronger and more integrated working arrangements with an outcome focus.</li></ol>

1.06	<p>Areas for further development in 2015/16 relate to:</p> <p><u>Adult safeguarding:</u></p> <p>CSSIW identify that thresholds need to provide a more consistent response and adults at risk need to have a stronger voice and be at the centre of working practice.</p> <p>Work is being taken through the North Wales Adult Safeguarding Board to support the consistent application of national threshold guidance across the region. Locally, we have an adult safeguarding social worker plays an integral role in promoting the voice of vulnerable adults / adult at risk in safeguarding processes as well as ensuring the person is at the center of working practice. A separate report on Safeguarding is being presented to Scrutiny on 21 January 2016.</p>
1.07	<p><u>Early intervention and prevention:</u></p> <p>In line with the findings of the CSSIW inspection of Children's services the annual report reflects the need to ensure a timely and consistently appropriate response. The need to understand and address the reasons for a significant increase in re-referrals is also highlighted.</p> <p>We have developed an action plan to respond to the recommendations of the CSSIW inspection. A progress report on delivering the action plan will be presented to Scrutiny in March 2016. In the meantime progress includes work to strengthen early intervention and prevention services. We have co-located the Family Information Service at our Flint office to help broaden our first point of contact to include the provision of information, advice, and assistance. The management of the Team Around the Family (TAF) service has moved over to Children's services and provides real opportunities to better co-ordinate preventative and early intervention service responses.</p> <p>We have undertaken a review of re-referrals and met with partner agencies to explore the underlying issues. The outcome of this work will be included in a report scheduled for Scrutiny in March 2016. Initial data is promising with a reduction in repeat referrals having reduced from 26.2% in 2014/15 to 18.5% in the second quarter of 2015/16.</p>
1.08	<p><u>Outcomes for looked after children:</u></p> <p>The report concludes that, whilst recent outcomes have been good, there are indications that corporate parenting is not as effective as it could be. A significant number of placements are not in the immediate area, school placements are not as stable as they were and health assessments are not routinely undertaken.</p> <p>Proposals for restructuring the service include the development of a Permanence Team with a key focus on supporting looked after children to</p>

be placed locally and to secure placement and education stability. Progress in delivering these aims will be included in performance reports to Scrutiny on the delivery of the inspection action plan. Placement stability remains a challenge and a Placement Strategy will be developed to support sustained improvement. Access to health assessments for looked after children has improved with the appointment of a new Looked After Nurse by BCUHB.

1.09 In their report CSSIW provide their assessment on progress in areas that were identified for improvement in 2014/15. The following table provides a breakdown of the areas for improvement, CSSIW's assessment of progress and our assessment of the current position:

Area for improvement identified last year	CSSIW evaluation of Progress in 2014/15	FCC evaluation of Current position – October 2015
Strategic planning with BCUHB	This remains work in progress, but the council has expressed some optimism of a greater locality focus with the new Executive Board	The Regional Memorandum of Understanding with BCUHB has been refreshed. The Memorandum articulates the commitment of partners 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. Further work is needed to ensure that Health's commitment to place resources into a

		Flintshire SPoA is realised.
Shaping and commissioning higher-quality nursing home care in the local area	This remains work in progress and the council has identified this as a significant risk in meeting need	The initial phase of a review of the future of Residential Care is progressing. The review will help develop a fuller understanding of the issues facing Care Home provision centering on the domains of demand/ supply, quality and cost. The work interfaces with regional work with BCUHB on improving the availability and quality of nursing in the Region which remains a joint risk.
Timely reviews for children in need – this has deteriorated despite being an area for improvement last year	Improved, although 76 children and young people did not experience a timely review	Performance in quarter 2 was 80%. The Children's Performance and Quality Group continue to review performance and improvement.
Addressing the fall in numbers of known carers	Significant improvement in the number of known carers and those subsequently provided with a service	Good performance continues
Timescales in processing complaints, particularly in children's services	Improved in adult services, but this remains an area of weakness in children's services despite a significant fall in the number of recorded complaints	Half year performance (April- September 2015) shows 21 complaints were made to Children's Services with 17 cases responded to within the prescribed 10 working days (81% dealt within time). Of the 4 outside the timeframe one was late due to the time taken by another authority to provide information to enable a response.

			Performance is scrutinised at the Children's Performance and Quality Group.
	Initial child protection conference timescales	Some progress but more needs to be done to ensure all are timely	During Quarter 1 there were an unprecedented number of cases that required conference. Every effort is being made to schedule initial conferences in timescales wherever possible but due to the demand performance was below expected levels. This situation was largely resolved by Quarter 2, with only one conference being booked outside timescales due to diary capacity. Overall for the half year, 88.8% of initial conferences were conducted within timescales, bringing us in line with the All Wales average and last year's performance, recognising the need for improvement in the second half of the year.
	Statutory visits for looked after children	Significantly improved with over 90% now meeting minimum visit requirements	Performance was not sustained in the first quarter and an increased focus on performance given in Quarter 2. Performance is now at the target 90% level.
	Health assessments for looked after children	This has weakened with 138 looked after children having a health assessment outside national timescales	A new LAC nurse has been appointed, and performance improved to 76.1% in Quarter 2. We need to ensure that this rate of improvement is sustained throughout the

			year.
	Timely Personal Educational Plans for looked after children	Improved, although eight looked after children did not have a timely Personal Education Plan	Three out of four Personal Education Plans were completed on time in the first half of the year. The fourth plan was returned from school after the deadline.
	Outcomes for young adults who were formerly looked after	Improved as most are in contact with the council, in suitable accommodation and in either education, employment or training	Good performance continues.
	Data collation associated with commissioning to test impact and value for money	Remains work in progress	Detailed work is being undertaken with independent providers to understand their costs, the impact of national initiatives (e.g. national minimum living wage) and to develop a clearer understanding of cost and value for money
	Sickness absence levels	Improved in children's services	Absence rates and number of days lost due to sickness improved again in all services in Quarter 2.
	Reviewing the impact of recent senior management structural changes	Too early to determine and this will need to be reviewed further	The senior management structure has been reviewed internally to take account of feedback from staff and the CSSIW inspection.
1.10	<p>The report also provides an assessment of the extent to which the experiences and outcomes for people who need care and support are improving their wellbeing.</p> <p><b>Areas of progress</b> in 2014/15 include:</p> <p><u>Adult Services</u></p>		

	<ol style="list-style-type: none"> <li>1. Night Time Response Service pilot.</li> <li>2. Direct Payments expansion.</li> <li>3. Development of progression model of supporting independence for people with a learning disability.</li> <li>4. Re-modelling of dementia services</li> <li>5. Use of Welsh Government Intermediate Care Funding to support people to avoid hospital admission or having to move into residential or nursing homes.</li> <li>6. Supporting staff to adapt to person-centred approaches to working in line with the Social Services and Wellbeing (Wales) Act 2014</li> </ol>
1.11	<p><u>Children's Services</u></p> <ol style="list-style-type: none"> <li>1. Increase in the numbers of known young carers and those also provided with a service.</li> <li>2. Outcomes for former looked after children at age 19.</li> <li>3. Timeliness of Initial Child Protection Conferences</li> <li>4. Identification of and services for young carers</li> <li>5. Timeliness of statutory visits for children who are looked after</li> <li>6. Working with Action for Children on short term intervention programmes for children who are looked after and dealing with issues of separation from family, transition between placements and behavioural management</li> <li>7. Reduction in sickness absence rates</li> </ol>
1.12	<b>Areas for improvement</b> in 2015/16 include:
1.13	<p><u>Adult Services</u></p> <ol style="list-style-type: none"> <li>1. Local strategic planning arrangements with BCUHB</li> <li>2. Timeliness of major adaptations to properties that enable people with disabilities to remain at home.</li> <li>3. Implementation of SPoA</li> </ol>
1.14	<p><u>Children's Services</u></p> <ol style="list-style-type: none"> <li>1. The management of contact arrangements at the front door.</li> <li>2. The sharp rise in the number of re-referrals to children's services</li> <li>3. The number of children who are not seen by social workers as part of the assessment process.</li> <li>4. Quality of child protection plans.</li> <li>5. Timeliness of child in need reviews.</li> <li>6. Timeliness of adaptations to properties that enable children and young people with disabilities to be supported at home.</li> <li>7. The number of out of area placement for looked after children.</li> <li>8. The number of school changes for looked after children.</li> <li>9. Health care arrangements for looked after children.</li> </ol>
1.15	Appendix B provides an overview the progress that has been achieved to date against each of these areas for improvement. Members are asked to



	scrutinise this progress to ensure that timely and appropriate responses are being made against the issues identified.
1.16	The final assessment contained within the report is CSSIW's view on the extent to which leadership, governance and direction for the council is promoting improvement in outcomes and wellbeing for people who need care and support.
1.17	<b>Areas of progress</b> in 2014/15:  <ol style="list-style-type: none"> <li>1. The appointment of a senior manager with a lead role for children's services.</li> <li>2. Quality circle initiative highlighted by the Older People's Commissioner as a key multi-agency quality monitoring approach.</li> <li>3. 'Creating a place called home – delivering what matters' programme.</li> <li>4. Timeliness of response to complaints in adult services.</li> </ol>
1.18	<b>Areas for improvement</b> in 2015/16:  <ol style="list-style-type: none"> <li>1. Quality of information provided to elected members that supports more effective evaluation of the quality of services and the experiences of people who have come into contact with social services.</li> <li>2. Placement choice in nursing home care.</li> <li>3. Timeliness of response to complaints in children's services.</li> </ol>
1.19	As outline in para 1.15 above there is an overview of progress in Appendix B for Members to scrutinise.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The CSSIW inspection on Foster services found many things were being done very well and reaffirms the need to find more people willing to be foster carers. Staffing resources will need to be reviewed to balance the need to respond to court work whilst allowing sufficient capacity to enable an increase in foster carers and deliver our ambition to support more children and young people locally.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The following are key strategic risks to delivering the improvements identified by CSSIW:
4.02	Risk: Lack of choice in nursing Care Home sector.  Work is being carried out locally and regionally with BCUHB, CSSIW and other local authorities to develop and sustain the market. This requires

	delivering short term action to respond to the immediate pressures as well as developing a long term strategy to shape the market and drive up quality across the sector.
4.03	<p>Risk: The impact of the national minimum/living wage</p> <p>Work is being undertaken with the independent sector to ensure there is a full understanding of the impact of national changes and how risks can be managed and mitigated jointly. However, whilst supportive of the principle and ethos, there is significant concern locally and nationally about the affordability of the national minimum living wage. There is no funding allocation to the local authority aligned to the increased costs associated with this national initiative.</p>
4.04	<p>Risk: Translating strategic planning with BCUHB into operational delivery</p> <p>The Integrated Services Board, Well-Being and Independence Board and close work with the new Area Director for East are supporting the development of joint strategic planning. A continued focus remains on the success of translating strategic intent into operational delivery.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix A: Flintshire's annual report for 2014/2015</p> <p>Appendix B: Progress in delivering improvement priorities 2015/16</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Flintshire's annual overview report for 2014/2015</p> <p><b>Contact Officer: Neil Ayling</b>  <b>Telephone: 01352 704523</b>  <b>E-mail: neil.j.ayling@flintshire.gov.uk</b></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><u>Care and Social Services Inspectorate for Wales (CSSIW)</u>  The powers and functions of CSSIW are enabled through legislation. CSSIW has the powers to review Local Authority social services at a local and national level, to inform the public whether services are up to standard, to promote improvement of services and to help safeguard the interests of vulnerable people who use services and their carers. They provide professional advice to Welsh Ministers and policy makers.</p> <p><u>Betsi Cadwaladr University Health Board (BCUHB)</u>  The Health Board that covers the same region as the 6 North Wales Local Authorities.</p>